

OF NOTE



For owners only

Tesla is creating its own branded auto insurance program in a move it believes will enable owners of the company's electric cars to buy cheaper insurance. Tesla CEO Elon Musk has been working with Virginia-based holding company Markel Corp. and another insurance company to launch the product, according to regulatory filings in California, where Tesla is based.

Industry News Briefs pages 6-7

Business Calendar page 11

Opinion page 16

Tyson meat processing plant bringing Utah up to 1,400 jobs

Brice Wallace
The Enterprise

A large meat producer and supplier will put a production/distribution facility in Utah County, eventually creating 1,400 jobs.

Tyson Fresh Meats Inc., a subsidiary of Tyson Foods Inc., made the announcement last week after being approved for incentives by the Governor's Office of Economic Development board. One incentive is tied to the creation of 500 high-paying jobs over

the next decade that are expected to pay an average of \$56,000 per year.

Tyson Fresh Meats produces and supplies case-ready beef and pork products to retail and food service customers. Founded in 1960, it has operations and offices in 24 states and more than 41,000 employees. Its brands include Chairman's Reserve, Open Prairie Natural Meats, Star Ranch Angus, IBP, Supreme Tender Pork, Reuben and Case Ready Variety Meats.

see **TYSON** page 4

Tribune files for nonprofit status in 'survival' bid

John Rogers
The Enterprise

Citing "years of heavy financial losses," *The Salt Lake Tribune* has filed the necessary application with the IRS to become a nonprofit entity supported by donations. Executives of the Salt Lake City daily newspaper told employees in an email that owner Paul Huntsman, who bought the *Tribune* in 2016, had instructed his lawyers over a month ago to pursue nonprofit status with the IRS.

A front-page article last Wednesday, authored by long-time staffer Tony Semerad, said that the move was designed to transition the *Tribune* from a privately owned newspaper to a community asset. Semerad quoted Huntsman as saying that the change was "the best way to sustain the Pulitzer Prize-winning newspaper and maintain its independence."

UtahPolicy.com first reported the move by the *Tribune* on Tuesday, which the paper confirmed in the Wednesday story. UtahPolicy said it had obtained a copy of the email sent to *Tribune* employees and quoted the missive concerning the Huntsman's intent.

"The plan is two-fold: [Huntsman] is creating a nonprofit organization to support independent journalism in Utah; and he is converting *The Salt Lake Tribune* to a nonprofit organization, a first for a legacy newspaper in the U.S.," the email said.

UtahPolicy quoted sources as saying that the *Tribune* is rumored to have plans to become an online-only news organization next year, severing ties with its longtime publishing partner — and rival — the *Deseret News*. The two newspapers have operated under a joint operating agreement (JOA) since 1970 when Congress passed the Newspaper Preservation Act, allowing competing newspapers to consolidate operations in an effort to stay in business. The *Tribune* and *Deseret News* currently share



Representatives of O.C. Tanner speak with an attendee at the recent Utah Diversity Career Fair at the Utah Cultural Celebration Center in West Valley City. The event, sponsored by L3 Technologies, included exhibits and a panel discussion about diversity and inclusion.

Diversity vs. inclusion: Career fair compares hiring to retention

Brice Wallace
The Enterprise

Cameron Williams wants to see Utah become "stickier." And that, he says, would be a good thing.

Speaking as part of a panel at the recent third annual Diversity Career Fair organized by L3 Technologies, Williams said helping new Utahns from out-of-state

make connections to the state and its various communities can help employers retain workers. The same holds true for people raised here who might be wanting to leave the state, he added.

As several panelists noted, "diversity" tends to focus on hiring, while "inclusion" tends to be about retention.

see **DIVERSITY** page 4

see **TRIBUNE** page 18



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Two Clyde companies plan Lehi TOD project

Geneva Rock Products of Murray and Clyde Properties, based in Orem, have announced plans to build a transit-oriented development (TOD) on the site of one of Geneva's old gravel pits in Lehi. The development, which required that the property be annexed to Lehi, received unanimous approval from the Lehi City Council last week.

The partnership of Geneva Rock and Clyde Properties, both subsidiaries of Orem's Clyde Companies Inc., presented a conceptual site plan to the council which showed a mixed-use development that includes 300 luxury apartments and 100 townhome

units. The project is designed to accommodate pedestrian and bicycle uses with access to nearby existing and future trail systems. One highlight of the project will be the integration of the upcoming Lehi Rail Trail, which will weave through the site. The project also includes commercial office and retail space and a church building site. Geneva Rock will be donating approximately eight acres of land to Lehi City to accommodate a future UTA transit station and parking lot, developers told the council.

"This site will become a model transit and pedestrian-oriented community in the heart of Silicon Slopes," said Brandon Henrie,

general manager of Clyde Properties. "We are confident that this community will attract tech employees that are looking for housing options near work with access to transit."

"This development is the first site at Geneva's Point of the Mountain gravel operation to be retired and transformed into another use," said Jim Golding, president of Geneva Rock. "Mining at Point of the Mountain is being done in a way to plan for future land use, and this property will become a great example of that final use."

Clyde Properties hopes to begin site work on the project later this year.

Brockovich to join LifeVantage board of directors

Sandy-based LifeVantage, a developer and distributor of dietary supplements and skin care products, has announced the appointment of Erin Brockovich to its board of directors. Brockovich was the subject of a 2000 Academy Award-winning biographical movie about her involvement in a successful pollution lawsuit against Pacific Gas and Electric Co. She was portrayed in the film by Julia Roberts. She is currently the president of Brockovich Research & Consulting, where she does consulting work for three national law firms, is involved in numerous environmental projects worldwide

and is writing her fourth book, scheduled for release next spring.

"We are thrilled with the addition of Erin Brockovich to our board," said LifeVantage chairman Garry Mauro. "She brings an uncommon blend of legal prowess and experience, health and wellness advocacy, and global voice and influence. Her passion, tenacity, outside-the-box thinking and ability to move health-related issues forward will be a major boon to the company."

"I am proud to join the LifeVantage family in this capacity at this important time in the company's history," Brockovich said.

"This is a company I have admired at arm's length for some time. It's a company with strong momentum, not just in the U.S., but globally. In today's world, actively managing our health has never been so vital. By the same token, it's never been so easy and accessible. LifeVantage is helping people from every walk of life better manage and optimize their health and I'm excited to be the newest member of the LifeVantage biohacker community."

Brockovich currently resides in Southern California and has three children and four grandchildren.

Intercontinental Exchange to acquire Simplifile LC

Intercontinental Exchange (ICE), an Atlanta-based company that owns exchanges for financial and commodity markets and operates 12 regulated exchanges, has entered into an agreement to acquire Simplifile LC Of Provo. Simplifile operates a network connecting agents and jurisdictions to record mortgage records, serving as an electronic liaison between lenders, settlement agents and county recording offices.

The acquisition of Simplifile expands the ICE Mortgage Services portfolio to support the residential lending industry's shift to digitization, the company said.

ICE will pay \$335 million to acquire Simplifile, which has no debt. The transaction is expected to close in the third quarter of this year. Upon closing, Simplifile, which has approximately 200 employees, will continue to be based in Provo and operate under the Simplifile name.

"Originators, consumers, and investors can obtain significant benefits and savings as the real estate process shifts from paper-based to digital transactions. Simplifile understood this trend early, uniquely solving for the critical aspect of submitting required documents into the public record in a seamless, auditable and transparent method," said Chris McEntee, president of ICE Mortgage Services. "By connecting lenders, settlement agents and counties through a robust network, Simplifile will enhance ICE's efforts to further streamline a legacy process ripe for innovation," McEntee added.

Simplifile was founded in 2000 with the goal of digitizing the closing process of the real estate industry. Starting with Utah County, it began the process of signing all 3,594 mortgage recording jurisdictions in the U.S. Simplifile today connects 1,922 counties in the United States, representing over 80 percent of the U.S. population. The company has delivered a consistent history of revenue growth and has been profitable every year since its founding.

"We've seen how ICE has helped to transform markets going through an analog-to-digital conversion and has made them more transparent and efficient for all participants," said Paul Clifford, founder and president of Simplifile. "We are closely aligned with ICE's vision as it applies to the residential mortgage industry and, as we become part of Intercontinental Exchange, our team at Simplifile will continue our efforts to simplify the industry for all of its stakeholders."



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BUSINESS INSTITUTE

Development Ready Communities program underway in 20 Utah communities

The Economic Development Corporation of Utah (EDCUtah) has announced that its member initiative called the Development Ready Communities (DRC) program has more than 20 cities and counties now participating statewide. The five-stage program better prepares Utah communities

to attract and grow competitive, high-value companies and to foster the expansion of local businesses.

"The Development Ready Communities initiative provides EDCUtah members with data, research, marketing and strategic planning tools to facilitate a busi-

ness development strategic plan. Our goal is to simplify the economic development process, provide increased capacity for our community partners and foster business retention, job growth, wage growth and capital investment in Utah communities," said Theresa Foxley, president and

CEO of EDCUtah.

Available to public members of EDCUtah, the program provides a structured, comprehensive and efficient methodology, Foxley said. EDCUtah's Community Strategy team assists members through the five stages of economic development preparedness that include:

Community Assessment. EDCUtah's community strategy team works with communities to evaluate local industry expertise, occupational concentration, real estate availability and other site-selection criteria. EDCUtah's research department compares this data to nationwide, statewide, regional and community-specific data.

Planning. Stage 2 of the DRC uses the information and analysis from Stage 1 to create a Development Ready Plan for a community. This plan is a customized approach to a community's economic development goals, capitalizing on its strengths and planning to resolve its weaknesses.

Community Marketing. Stage 3 equips communities with the needed marketing materials to effectively promote to companies and site selectors, both proactively — before an official request for information (RFI) is released — and reactively in response to an RFI. During Stage 3, communities work with EDCUtah to develop marketing materials and tools to use throughout the site selection process.

Training and Preparation. In Stage 4, communities receive training on key components of site selection, including the site selection process, incentives training, RFI training, site visit training and

trade show training.

EDCUtah Integration and Support. In Stage 5, communities gain access to critical support via EDCUtah's programs and staff. In particular, communities have access to the Community Match Grants Program, the Utah Mega Sites program, Global Strategy and Outreach missions and the Business Development staff.

"The program has been two years in the making, and is built on practical, proven approaches," said Alan Rindlisbacher, EDCUtah director of community strategy. "There's no better way for a community to make the most of the internal and external resources it can deploy in pursuit of economic development. We're excited that dozens of our members recognize the value of this program."

Pluralsight agrees to buy Colorado company

Pluralsight Inc., a Farmington-based enterprise technology skills platform developer and marketer, has announced it has entered into an agreement to acquire GitPrime, based in Durango, Colorado. GitPrime is a developer-productivity platform. Pluralsight will pay \$170 million in cash for GitPrime and the acquisition was expected to close last week.

"The integration of GitPrime with our leading technology skills platform is a win for our customers and will greatly expand the Pluralsight platform to provide even more value to technology leaders and developers," said Aaron Skonnard, co-founder and CEO of Pluralsight. "Marrying Pluralsight's skill mea-

surement and skill development capabilities with GitPrime's developer productivity capabilities provides technology leaders with the most complete platform to improve efficiencies and speed up product development to deliver their digital transformation strategies. The GitPrime team has built something incredible that solves a long-standing problem. I'm excited to welcome them to Pluralsight and integrate their platform so that technology leaders can more fully control their tech-driven futures."

GitPrime is connected to every major code repository in use today, including GitHub, Bitbucket, GitLab and others, Skonnard said. As a result of this broad coverage, GitPrime captures data

around virtually every developer code commit, providing a clear and unbiased view of the application of their skills in real time.

"I'm extremely proud of what the GitPrime team has accomplished to date for engineering teams and leaders," said Travis Kimmel, co-founder and CEO of GitPrime. "With Pluralsight's powerful platform, global reach and presence in the world's largest companies, we are thrilled to join forces and further enhance the way companies build and create software using today's most valuable skills."

Pluralsight was founded in 2004 by Skonnard, Keith Brown, Fritz Onion and Bill Williams. The company employs about 1,100.

Discover adding 160 jobs in its WVC call center

Discover has announced plans to add more than 160 jobs at its Discover Student Loans call center in West Valley City. The positions will be for operators working with student loan applications, loan processing and customer service.

"We are looking for caring candidates that can help fami-

lies navigate the decisions around paying for college," said Steve Peck, vice president at the Discover Utah Customer Care Center. "These potential employees must be able to help families do everything from filling out an application to answering questions as they decide if a student loan is right for them."

"Discover is a great place to work, both from a campus and culture perspective. We embrace values such as collaboration, inclusion and respect. Our Utah locations have been recognized for being a top place to work for the past five years," said Peck. "We are looking for candidates who are drawn to this type of atmosphere."

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TYSON

from page 1

Tyson Foods Inc., founded in the 1930s, is based in Arkansas and is the world's second-largest processor and marketer of chicken, beef and pork. With its subsidiaries, its brands include Jimmy Dean, Hillshire Farm, Sara Lee, Ball Park, Wright Brand and Statefair.

The \$286 million Utah project will be a facility that will take in meat — no live animals — from Kansas, Texas, Illinois, Iowa and Washington and then cut, package and ship the products to California and the rest of the West Coast.

"It's a very exciting project for us — extremely high capital investment [of] almost \$300 million they will be putting into this facility," said Thomas Wadsworth, GOED associate managing director.

Wadsworth said the company has a preferred location in Utah County which he did not disclose but said is in a new, fast-growing community.

"This project will bring a number of infrastructure assets to the community that they currently don't have," he said. "And, actually, the community currently has next-to-zero jobs. The largest employer in the community is the city government right now.

"This is extremely exciting because it provides an opportunity to have jobs in a community where people are growing and people can live close to where they work, which is unique."

Wadsworth said Utah faced competition for the project from Arizona, Nevada and Colorado.

The project is expected to result in new wages of \$202.6 million over 10 years and new state tax revenue of nearly \$27.8 million during that period. While the project will have hourly positions, jobs tied to the incentive will include human resource managers, complex managers and maintenance team members.

The GOED board approved a nearly \$5.3 million tax credit and up to \$300,000 for infrastructure, with the city and county also pitching in for needed roads, sewage and power. The infrastructure improvements are expected to enable the community to attract other large employers.

The GOED incentives are contingent on final incentive approvals from local entities.

"It's important to realize that Tyson Foods is a tremendous partner for the communities historically around the country, that they are a major participant in the local communities, and this is a really great opportunity for the state of Utah," said Jerry Oldroyd, the GOED board's chairman.

DIVERSITY

from page 1

"To me, if you want to retain talent, you have to think about people from a very human perspective. What is it that motivates any human being, at its base level? The answer is, the feeling of importance," said Williams, director of diversity and principal sales architect at Domo.

His own experience has included having a Utah employer who gave him work options, offered a diversity director role and suggested he serve on the board of a black chamber of commerce. He also got involved in a church. All were ways of making connections, he said.

"Every human being is motivated in some way by feeling important. What Utah did for me was it made itself very 'sticky' in finding ways to feel important in the community and in my job," Williams said. "There's a lot of ways to integrate people into the community to where it's like, this is actually home to me, and I believe we as employers can facilitate that and help that."

Nchopia Nwokoma, director of culture at England Logistics, said affinity groups allow like-minded people to become friends. Those groups can be a bike-riding club, folks who eat a keto diet, women's organizations and veterans groups, among others, she said — anything that can forge bonds among people.

"Now they have this connection at work, which makes work a better place to be for them," Nwokoma said. "And a happier employee, an engaged employee, they're going to produce more, they're going to contribute to the bottom line a little bit better than someone who's not engaged. So, it really is beneficial for everyone: The employee is

happy, the business is happy, and people have friendships."

Margarita Angelo, vice president and diversity recruitment officer at Zions Bank, said companies should encourage workers to serve on boards or committees or be in groups — "something they have a passion for," she said. "And we're going to get them involved, especially the millennials because they want to be part of something bigger."

Williams said that in addition to encouraging workers to serve on committees and boards, employers also have some financially focused ways to help new Utahns feel welcome and develop ties to the community and company.

"If you go recruit talent from out of state, how cheap would it be for a company to invest \$5,000 to help that person put a down payment on a new home? How sticky does that make Utah when you do that?" he asked.

Another option is having companies pay for travel to allow an employee to work from their home state two weeks each year, a cost of only \$1,000 or \$2,000. "That's super-cheap when it comes to retaining that talent, right?" he said. "So, there are little things that you could do to encourage people and help people to feel that human feeling of wanting to be desired somewhere that can make Utah sticky. I personally feel we don't do enough of it."

He said he's often asked my family members living in Chicago why he is in Utah and why he stays. "Because I don't feel as important in Chicago as I feel right here in Utah," he acknowledged, "and I think that resonates for a lot of people."

Nwokoma said companies need to better understand their employees and the diverse perspectives that they bring to the business. Emma Houston, director of diversity and inclusion at

the Salt Lake County Mayor's Office, said that "knowing who you are, being able to say, 'I belong in this space' and having other people recognize that you belong in this space without being apologetic about it, that is a challenge."

Companies and organizations need to work to eliminate the hiring barriers and exclusionary practices and focus on welcoming people because of their potential, panelists said. Language used in job descriptions and images and language on company websites and social media should be reviewed to ensure they foster a culture of inclusion, they said.

Houston suggested that companies interested in diversity and inclusion can make connections at the Utah Juneteenth Festival or Pacific Islander events and find qualified job candidates there.

Another focus of the panel was having company leaders involved in diversity and inclusion.

"It starts at the top," Houston said. "It starts with the CEO and the top leadership teams, that the CEO sets the narrative for the organization. And whatever that initiative is to ensure that diversity, inclusion, high performance and equity is all involved, it has to start at the very top level. And then the buy-in needs to happen when you get champions. ... It's one thing to say, 'This is what I want to happen' and apply it to everyone else out there but not take an active role in making that happen."

Diversity, inclusion, high performance and other attributes need to be defined and made part of company policies, procedures, missions and values statements, she said.

Selma Mlikota, manager of diversity and inclusion at O.C. Tanner, agreed.

"If you don't have that executive buy-in, from the top down," she said, "it just is not going to happen."



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Utah job growth rate tops nation for both past 10 years and past 20 years

Utah leads the nation in job growth for both the past 10-year period and the past 20-year period — and by a significant margin. That’s according to employment recruitment website Zippia in its quarterly

job-growth report released last month. For the 10-year period ending in March, Utah had a 31.2 percent job-growth rate to top all other states. Idaho and Florida tied for second at 26.2 per-

cent, followed by Texas (24.8 percent), Nevada (24.3 percent), Oregon (23.7 percent), Washington (23.1 percent) and Colorado (22.7 percent). North Dakota and South Carolina rounded out the top 10 tied at

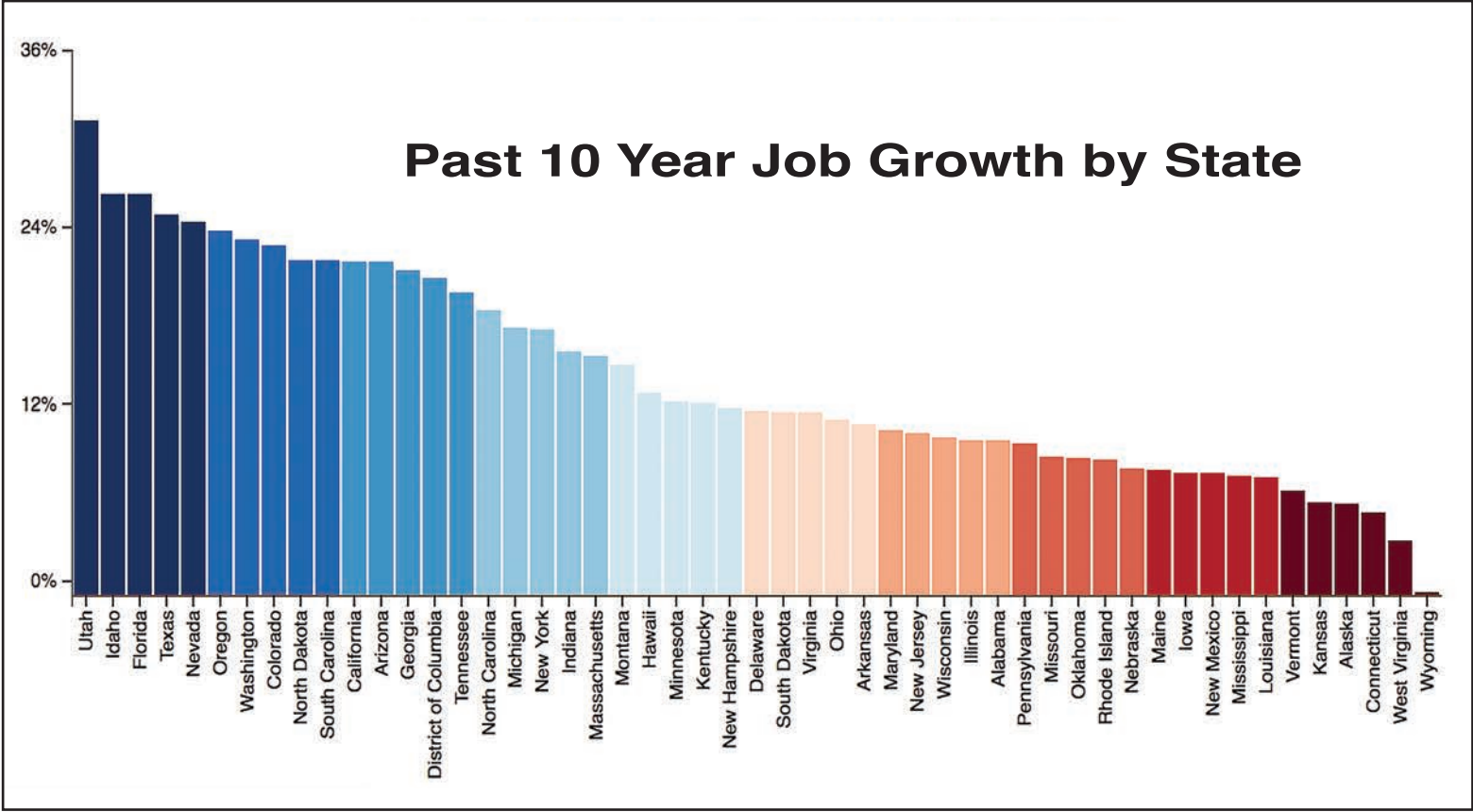
21.7 percent. Wyoming finished last in job growth, losing 0.8 percent of its jobs in the past 10 years. Utah had a 50.7 percent job growth rate over the past 20 years — also tops in the nation,

according to California-based Zippia. Idaho’s 20-year rate was 45.8 percent and Florida’s was 35.2 percent.

Utah was also among the top five in year-over-year job growth since last March at 3.1 percent.

Zippia’s figures show that the nation as a whole added about 1.58 million jobs (1 percent) since last March and 20 million new jobs since the financial crisis of 2008-2009.

“Growth is up across a wide range of fields from tech to tourism,” the Zippia report said regarding Utah. “Job growth has been particularly high in the construction sector due to projects such as the \$3 billion Salt Lake City International Airport, a \$600 million state prison, an 855,000-square-foot Amazon distribution center, along with another \$1 billion planned for road construction and \$600 million for school buildings construction. In addition, software giant Adobe is investing over \$90 million in the next couple of years, which promises to add another 1,000 high-skilled workers.”



SALT LAKE CHAMBER

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Join us for the Salt Lake Chamber's Classic Golf Tournament on June 24, 2019. Players will have a great day of golf at The Salt Lake Country Club, one of the oldest clubs in the western United States. This year's event will include a 4-person scramble followed by a prime rib buffet and awards luncheon.

The Salt Lake Chamber encourages members to include community leaders, business colleagues, and other VIP guests in their foursomes. Due to popular interest for this event, registrations are taken on a first come first serve basis.

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Industry Briefs

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

BANKING

• **Mountain America Credit Union** has opened its new Daybreak branch in South Jordan. **Amanda Morton** is the branch manager. She has spent the past



Amanda Morton

five years working in the financial services industry. Before her career in finance, she spent nine years as a general manager for a multi-location international salon brand before opening her own salon. Mountain America has more than 90 branches in five states.

CONTESTS

• Nominations are open until May 31 for **2019 Women Tech Awards**, a program of the **Women Tech Council**. The awards will recognize technology-focused women driving innovation, creating new technologies, impacting tech companies and inspiring the technology community. During the awards program's 12 years, awards have been presented to more than 190 women and 25 university students. Nominations can be submitted at www.womentechcouncil.com. The awards event will be Oct. 9 at the Grand America Hotel in Salt Lake City.

• **MountainWest Capital Network** is accepting applications for its **2019 MWCN Utah 100 Awards**. The awards program is in its 25th year and has three categories: Fastest-Growing, Top Revenue Growth and Emerging Elite. To qualify, companies must be Utah-based, for-profit entities. An awards luncheon takes place Oct. 30 at the Grand America Hotel in Salt Lake City. Details are at www.mwcn.org/Utah-100.

CONVENTIONS

• **Visit Salt Lake** booked 54 meetings, athletic events and conventions during the first quarter of 2019. The events are expected to attract more than 210,000 attendees who will spend nearly \$196 million during their visit. Among the bookings are the Society of Gastroenterology Nurses and Associates, the United Nations' Civil Society Conference, the USA Fencing Association, the Society of Women Engineers, Solution Tree, FitCon, the National Archery in the Schools Program, Sports Turf Managers

Association, Western Governors University, Masters Weightlifting, the Society of Freshwater Science, Young Living Essential Oils and Salt Lake Comic Con.

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DIRECT SALES

• **USANA**, Salt Lake City, has promoted **Brent Neidig** as chief officer and managing director for China. As the executive vice president of China since February 2017, Neidig oversaw USANA's Chinese subsidiary, BabyCare, and the expansion of USANA's presence in China. His new role will see him continue his efforts to grow and manage USANA's Chinese market. Neidig led the organization's ethics and education team before transitioning into his roles of vice president of China strategic development and, most recently, executive vice president of China. Neidig graduated from the University of Utah's David Eccles School of Business with his MBA in 2013.



Brent Neidig

• **DoTerra**, a Pleasant Grove-based essential oils company, has appointed **Dell Brown** as the chief operating officer for Prime Meridian Health Clinics, the company's healthcare initiative announced in 2018. Brown has more than 20 years of experience in the healthcare consulting industry, including as a senior consultant for CSC Healthcare. He co-founded Global Health Consulting.



Dell Brown

Prime Meridian Health Clinics is an integrative medicine group with a subscription-based model. DoTerra will open its doors to a 41,000-square-foot health clinic next to its headquarters later this year.

• **LifeVantage**, a Salt Lake City-based dietary supplement and skin and hair care products company, has launched its third European market in the past eight months, adding Ireland recently. Select LifeVantage products have been offered in Ireland for approximately a year as part of the company's Global Customer Acquisition Program. LifeVantage has operated in the United Kingdom, including Northern Ireland, since 2016 and also has a European presence in Germany, Netherlands, Austria and Spain, in addition to Ireland. The company anticipates further expansion in Europe, including Belgium, where select products are currently available on a not-for-resale basis as part of the same customer program. With the addition of Ireland, LifeVantage now serves 14 markets in North America, Europe, Australia and Asia.

ECONOMIC INDICATORS

• **West Valley City** is No. 15 and **Salt Lake City** is No. 55 in a ranking of "2019's Best Cities for Hispanic Entrepreneurs," compiled by personal finance website **WalletHub**. It compared more than 180 U.S. cities across 24 key metrics. The data set ranges from Hispanic entrepreneurship rate to Hispanic income growth to share of Hispanic-owned businesses. The top city was Laredo, Texas. Texas had 10 of the top 20 cities in the rankings. The report is available at <https://wallethub.com/edu/best-and-worst-cities-for-hispanic-entrepreneurs/6491/>.

EDUCATION/TRAINING

• **Weber State University's** Goddard School of Business & Economics has announced it will offer select business courses in Spanish. **Álvaro La Parra-Perez**, assistant professor of economics and a native of Gandia, Spain, will teach "Economics 1010: Economics as a Social Science" in Spanish during the summer semester 2019. The course will introduce students to economics and showcase how economics intersects with other disciplines such as history. Details are available by contacting La Parra-Perez at (801) 626-6687 or laparraperez@weber.edu.

• The **Medical Innovations Pathways** (MIP) Class of 2019 featured 52 high school seniors from **Canyons, Davis, Granite,**

Jordan and Tooele school districts who were awarded the Medical Innovations Certificate during a recent graduation ceremony at the Utah State Capitol, attended by representatives of **BioUtah** and several life sciences companies. Life sciences companies participating in the MIP program include **BD, BioFire, Biomerics, Edwards Lifesciences, Fresenius, GE Healthcare, Merit Medical, Nelson Laboratories, Sorenson Forensics, Stryker, TEVA Pharmaceuticals** and **Varex Imaging**. The MIP program, launched as a pilot program with the Governor's Office of Economic Development in 2016, provides students with guaranteed job interviews right after high school. Students who enroll in the MIP program choose a medical device or laboratory concentration. In addition, students must do on-site job shadows with experienced industry professionals.

FINANCE

• **Mountain West Small Business Finance**, Salt Lake City, has announced several leadership changes. **Danny Mangum** has been promoted to chief operating officer and will oversee human resources and administration, budget and finance, and loan closing.



Danny Mangum



Spencer Davis



Judd Blakesley

company. In addition to continuing with his current loan officer duties, all loan officers will report to Davis. He will also be responsible for training and take the lead as Mountain West's policy expert. Spencer has been with Mountain West for more than 20 years. Vice President **Judd Blakesley** has been promoted to manager of marketing and government relations. He also will continue with his current loan officer duties and will have over-

sight for Mountain West's internal and external marketing, business development, public policy and outreach efforts. MWSBF is a private, nonprofit corporation licensed and regulated by the U.S. Small Business Administration to administer the SBA's 504 Development Company Loan Program in Utah, Wyoming and surrounding mountain states.

GOVERNMENT

• The **Murray City Council** is considering a ban on single-use plastic bags and will have a discussion about the proposed ordinance at 6:30 p.m. May 14 at Murray City Center, 5025 S. State St., Murray.

INVESTMENT

• **Divvy**, Lehi, has raised \$200 million in venture capital, with the latest round being led by **NEA** and including money from existing investors **Pelion Venture Group** and **Insight Venture Partners**. Founded in 2016, Divvy offers an automated expense reporting system. It raised \$10.5 million in May 2018 and \$35 million two months later. Divvy has 200 employees, up from 70 last summer. The new funding will allow it to continue product development while also pursuing new customers.

LAW

• **Holland & Hart** has hired partner **Greg Saylin** and of counsel **Tyson Horrocks** for its labor and employment practice in its Salt Lake City office. Saylin, who began his career as a litigation associate at Latham & Watkins in



Greg Saylin



Tyson Horrocks

California, has more than 20 years of employment and commercial litigation experience, specializing in counseling clients how to avoid or efficiently handle employment-related challenges and liabilities. Horrocks leverages his litigation experience to counsel employers how to proactively avoid disputes on matters such as restrictive covenants, wrongful termination, sexual harassment and discrimination, and retaliation. Before joining Holland & Hart, Saylin and Horrocks were shareholders at a large Utah-based firm

see BRIEFS next page

Industry Briefs

from previous page

where Saylin chaired the employment practice group. When Saylin was elected to the firm's board of directors, Horrocks became chair of the employment practice group.

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MEDIA/MARKETING

• **Reagan Outdoor Advertising**, a Salt Lake City-based privately held operator of outdoor advertising displays, has entered into a definitive agreement to acquire certain **Fairway Outdoor Advertising** billboard assets in three markets from **GTCR LLC**. Financial terms were not disclosed. Reagan will acquire nearly 5,300 displays across Indianapolis; Chattanooga, Tennessee; and Rochester, Minnesota. The acquired assets will nearly double the size of Reagan's footprint. Reagan's existing markets are Salt Lake City; Las Vegas; and Austin, Texas. The transaction is subject to regulatory review and other customary closing conditions and is expected to close within the second quarter of 2019. Reagan has agreed to terms on a new multi-million-dollar debt financing, which, along with cash on hand, will fund the Fairway acquisition and also provide capital for future deals. **Citigroup Global Markets Inc.** served as financial advisor to Reagan, while **Barclays** provided committed financing to Reagan. **Stroock & Stroock & Lavan LLP** and **White & Case LLP** served as legal advisors to Reagan.

PHILANTHROPY

• **Walmart, Sam's Club, Feeding America** and **Utah Food Bank** have kicked off the sixth annual nationwide "Fight Hunger, Spark Change" campaign, which will run to May 20.

In partnership with **Utah Food Bank, Walmart** and **Sam's Club** are inviting Utah shoppers to help fight hunger in their local communities. Ways to participate include purchasing a participating item in-store or online, donating in-store or donating on **Feeding America's** website. **Walmart** kickstarted the campaign with a \$3 million donation to **Feeding America** and member food banks, including **Utah Food Bank**. A purchase of one of the 267 participating items helps secure the equivalent of one meal. Last year, **Utah Food Bank** received more than \$300,000 — the equivalent of approximately 1 million meals — from **Walmart** and **Sam's Club's** commitment to fight hunger through this campaign.

REAL ESTATE

• **Century Communities Inc.** has had the grand opening of its single-family **Bayside Shore** community at 2998 S. Yellow Bill Drive, **Saratoga Springs**. The shore-side community has homes ranging from 1,610 to 5,077 square feet and 13 floor plans in rambler and two-story options.

RECOGNITIONS

• **Nu Skin**, a Provo-based beauty and wellness products company, has been ranked the world's No. 1 at-home beauty device system brand for 2017 and 2018 by **Euromonitor International Ltd.**, which publishes market research on the skin care industry. **Nu Skin's** portfolio of beauty devices includes **Galvanic Spa, Body Spa, Facial Spa, ageLOC Me, LumiSpa** and **LumiSpa Accent**.

RETAIL

• **U-Haul Company of Utah Inc.** has announced that **Millcreek Pharmacy**, 1260 E. Vine St., **Murray**, is now offering **U-Haul** products and services. It will offer **U-Haul** trucks, trailers, towing equipment and moving supplies.

SERVICES

• **Cicero Group**, a Salt Lake City-based management consulting firm, has hired **Morgan Chung** as a partner. **Chung**, who will be based in **New York City**, will help the company transform the performance of client organizations through data-driven strategies. She previously was founder and managing



Morgan Chung

partner of **Eton Bray Group**, a specialty marketing and strategy consulting firm. She also served as a strategic advisor to the C-suite of **Fortune 1000** corporations; serving as partner at **Arthur D. Little**, where she built the firm's sales and marketing strategy practice; and began her consulting career at **Oliver Wyman**.

TECHNOLOGY/LIFE SCIENCES

• **Nav**, a Salt Lake City-based fintech company, has hired **Jo-Ann Yuen** as vice president of financial planning and analysis. **Yuen** comes to **Nav** from **Nelson Laboratories**, where she held the position of vice president of finance for the past two years. Prior to that, she held multiple worldwide roles with **Rio Tinto**, the latest being chief financial officer of technology and innovation.



Jo-Ann Yuen

• **Ivanti**, a Salt Lake City-based company that unifies information technology to manage and secure the digital



Daniel Wilbricht

workplace, has named **Daniel Wilbricht** as vice president of the Americas for public-sector sales. **Wilbricht** has been selling to public-sector government customers for more than 15 years. He joins **Ivanti** from **LogRhythm**, where he was senior director of federal sales with responsibility for the growth and management of the company's partner, direct customer and channel development. Prior to **LogRhythm**, **Wilbricht** held federal and public sector sales leadership positions with **Dell, Red Hat, Appistry, Autonomy, Stellent** and **Eprise**.

• **Medici Ventures**, a Salt Lake City-based blockchain accelerator and subsidiary of **Overstock.com Inc.**, has appointed **Jeremy Smith** as chief technology officer. He previously was a development manager for **Medici Ventures**. **Smith** has over two decades of experience building enterprise software solutions and development teams. He co-founded an insurance data consulting company, **Castle Inspection Service**, and served as the vice president of information



Jeremy Smith

systems. He joined **Medici Ventures** in 2018. Earlier in his career, **Smith** helped found the **University Venture Fund (UVF)**, the country's largest university student-managed venture capital fund. **Smith** has a B.S. in economics from the **University of Utah**.

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Legal Matters

Website compliance with the Americans with Disabilities Act

Title III of the Americans with Disabilities Act of 1990 (ADA) prohibits discrimination on the basis of disability in places of public accommodation. The ADA expressly provides that places of public accommodation engage in unlawful discrimination if they fail to “take such steps as may be necessary to ensure that no individual with a disability is excluded, denied services, segregated or otherwise treated differently than other individuals because of the absence of auxiliary aids and services.” The ADA was signed into law to protect individuals with disabilities.

Blind or visually-impaired individuals can access the Internet using screen-reading software, which vocalizes the visual information on websites. An ADA-compliant

website design does not require people to see, hear or use a standard mouse in order to access the information and services provided.

There is no specific regulatory guidance regarding the requirements that a company must satisfy in order for its websites and mobile applications to be ADA-compliant. But, any website built without specifically addressing ADA compliance will create unnecessary barriers for people with disabilities. The ADA’s application to places of public accommodation is not limited to brick-and-mortar locations and does not exclude online locations from its coverage. The language of Title III is broad enough to include websites and mobile applications. The Department of Justice

(DOJ) and the courts have provided some guidance on the application of Title III to websites, but Congress has yet to act.

Title III fails to provide a clear or concrete path to compliance. Although the DOJ has not released regulations relating to website ADA compliance, it is clear that websites must be accessible to disabled persons. The DOJ generally supports the idea that a company can make its website accessible by any means, which includes, but is not limited to, compliance with Web Content Accessibility Guidelines (WCAG) 2.0, Level AA requirements. WCAG 2.0 guidelines are private-industry standards for website accessibility developed by technology and accessibility experts. The guidelines have been widely adopted to conform public-facing, electronic content, to WCAG 2.0 level AA Success Criteria. For example, the Department of Transportation requires airlines to adopt the WCAG 2.0 accessibility standards. The current version of WCAG 2.0

was finalized in 2009 and was adopted as the standard for international organizations in 2012. You can learn more about WCAG 2.0 Level AA at <https://www.w3.org/TR/WCAG20/>.

Google Maps and popular Internet browsers such as Google Chrome, Internet Explorer and Safari comply with WCAG 2.0 guidelines.

There has been an increase in litigation alleging companies have violated the ADA by not making their websites or mobile applications accessible to persons with disabilities. In the first case to be tried concerning website accessibility, the judge ruled that 1. The defendant’s website was a “place of public accommodation” under the ADA and 2. Based on the testimony of the plaintiff and his expert, the website was not sufficiently accessible.

At least two other courts have held that websites are subject to the ADA, regardless of whether the goods and services are offered in physical locations or online. Recently a court ruled that the ADA applied to Domino’s website and app “even though customers predominantly accessed the website and app away from Domino’s physical restaurants” because there is a link between Domino’s website and app and the goods and services provided at Domino’s physical locations.

The DOJ has not adopted WCAG 2.0 as a legal standard, but compliance with WCAG 2.0 is a way to focus on whether an individual with disabilities is able to access a website. WCAG 2.0 identifies four principles of accessible design. Websites must be perceivable, operable, understandable and robust. Web pages should be built so that reader software will work on them.

WCAG 2.0 provides three levels of conformance: A, AA and AAA. Generally, the DOJ and courts have relied on Level AA when evaluating website accessibility. Level AA requirements include, but are not limited to, providing text alternatives to non-text content, avoiding designing content in a way that is known to cause seizures, providing keyboard functionality and providing labels guidance and instructions on where user input is required.

In recent years there has been an upward trend in ADA website non-compliance lawsuits. Failure to maintain an accessible website can result in a lawsuit, if a blind or visually-impaired individual claims that he or she cannot access the website. This may cause the company to incur legal fees, settlement payments and the cost to re-build the website so that it falls within ADA-compliant standards. High risks and costs are associated with website non-compliance.

Companies, with the assistance of counsel, should determine if their websites, online tools and mobile applications are ADA-compliant and, if not, take appropriate action to bring them into compliance.

Richard M. Hymas is a shareholder at Durham Jones & Pinegar in Salt Lake City. His practice involves employment law matters and commercial litigation. Madeline Aller is an associate attorney at Durham Jones & Pinegar. Her practice focuses on commercial litigation.



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Succeeding in Your Business

Not ready to retire? How about becoming a maturepreneur?

Millions of baby boomers are leaving corporate America, but few are ready to retire.

The solution for many of them? Maturepreneurship.

Entrepreneurs in their 50s, 60s and 70s start 25 percent of all new businesses each year, according to Bruce Markewicz, founder of Maturepreneur Today, a new information and resource website for second-act business owners.

But while maturepreneurs have many of the same challenges as younger entrepreneurs do — marketing their product or service, dealing with competition, finding investors, coping with legal and tax headaches — they have a number of unique challenges. Says Markewicz:

- They have to compete in a marketplace that worships millennials.
- They have to protect their fi-

nancial investments and have less time to recoup any losses from a failed venture.



CLIFF ENNICO

• Many want to have more work/life balance time for their family, hobbies and other pursuits, which any entrepreneur will tell you is next

to impossible.

“Older entrepreneurs have a lot of financial obligations — home mortgages, aging parents, children in college — and they can’t just afford to take a year off and live in the basement on RedBull and ramen noodles,” said Fran Trelease, founder of BoomerDen LLC, an online consulting firm specializing in cubicle-to-self-employment career transitions. “But often at

this stage their ideas are brilliant: they’ve been stewing on a back burner in the individual’s mind for decades, and as a result their ideas and business plans are often much more clearly thought through than the stuff millennials dream up.”

When you hear in the media about America’s aging population, it’s often presented as a doom-and-gloom scenario: too few young people supporting too many dependent elderly, the national energy level going down and less risk-taking. Someone who thinks this is baloney is Chris Farrell, a Minnesota Public Radio personality and author of *Purpose and a Paycheck: Finding Meaning, Money and Happiness in the Second Half of Life*.

“This is a wonderful thing for the economy,” said Farrell. “People are working longer, they’re healthier and better-educated, and,

hey, age discrimination in corporate America is very real so traditional management jobs aren’t an option. By starting something of their own, older entrepreneurs are actually less of a burden on the social safety-net.”

Many maturepreneurs defy the image we have of entrepreneurs as people who move fast, break fast, grow big and work 90-plus-hour weeks. Many of them are solopreneurs, said Farrell: “They are self-employed, maybe with one or two independent contractors or a couple of friends or family members in an informal partnership, with little outside money except for maybe a bank loan and a rolled-over 401(k) plan.”

Which is OK for consulting or online retail businesses, but what if you’re on in years and you have come up with a truly wonderful idea for a tech product or service?

Farrell said that while there isn’t hard data, a lot of the baby-boom entrepreneurs he meets are going into business with their adult children.

“The baby-boom and millennial generations actually are much closer to each other than I was with my parents — these kids don’t want to leave home, but the parents are just as happy to have them stick around,” observed Farrell, adding that 20 percent of American homes are multigenerational. “A home-based business is a wonderful way to keep the generations together under one roof — the kids bring the hustle, energy, technological skills and 24/7 work ethic, while the parents bring the insight, business sense and wisdom that appeals to investors.”

see ENNICO page 18



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Calendar

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

May 14, 7:15-9 a.m.

Breakfast Meeting, an Association for Corporate Growth (ACG) Utah event. Speaker is Chris Washburn, founder and CEO of Fezzari Bicycle Co. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <https://www.acg.org/utah/events/>.

May 14, 8:30 a.m.-12:30 p.m.

Fourth Annual Talent Innovation Summit, a Women Tech Council event focused on what companies are doing to attract women in technology. Keynote presenters are Wendy Steinle, senior director of web strategy and Utah site leader, Adobe; Dan Burton, CEO, Health Catalyst; Laura Butler, senior vice president of people and culture, Workfront; and Jeff Weber, executive vice president of people and places, Instructure. Location is the Show Barn at Thanksgiving Point, 2975 N. Thanksgiving Way, Lehi. Cost is \$40 for WTC members, \$50 for nonmembers, \$20 for university students. Registration can be completed at Eventbrite.com.

May 14, 10-11:30 a.m.

"How to Become a Leader People Will Follow," a West Jordan Chamber of Commerce event. Location is West Jordan Chamber, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

May 15, 7 a.m.-3 p.m.

2019 Partners Golf Outing, an Ogden-Weber Chamber of Commerce event. Location is The Barn Golf Course, 205 W. Pleasant View Drive, Ogden. Breakfast is at 7 a.m., followed by 8 a.m. tee time and 1 p.m. lunch. Free for chamber partners. Details are at ogdenweberchamber.com.

May 15, 7:30 a.m.-noon

Utah Crowdfunding Summit 2019, organized by the Salt Lake Small Business Development Center and The Mill at Miller Campus. Speakers include Ryan Tref, investor or founder of local crowdfunded companies; Kelsey O'Callaghan, co-founder and CEO of Dorai Home; Kate Hansen, co-founder and CEO of Culinesco; and Brittany Brown, founder and CEO of LedgerGurus. Location is Salt Lake Community College's Miller Campus, Karen Gail Miller

Conference Center, 9750 S. 300 W., Sandy. Cost is \$49.87, \$59.87 the day of the event, \$19.87 for high school and college students with IDs, free for children in middle school or elementary school (must be accompanied by parent or adult guardian). Details are at <https://www.utahcrowdfunder.com/>.

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

"Lean Manufacturing 101 with Simulation," a Salt Lake Community College event aimed at giving a clear understanding of the eight wastes in manufacturing and real-world approaches for reducing wastes that will improve an organization's bottom line. Event features a fast-paced presentation with hands-on manufacturing simulation activities. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$300 (\$150 for people from qualified companies). Details are available by contacting Mireya Castillo at (801) 957-5262 or mireya.castillo@slcc.edu.

May 15, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event. Location is The Art Factory, 193 W. 2100 S., Salt Lake City. Free. Details are at murraychamber.org.

May 15, 3:30-5 p.m.

"Business Connections," a ChamberWest event. Location is Comfort Inn & Suites Salt Lake City Airport, 202 N. Jimmy Doolittle Road, Salt Lake City. Free for ChamberWest members, \$5 for nonmembers. Details are at chamberwest.com.

May 15, 4:30-5:30 p.m.

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

May 15, 5:30-6:30 p.m.

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

May 15, 5:30-7 p.m.

"Painting with a Purpose," a Murray Area Women in Business fundraising event, with proceeds going to Volunteers of America Center for Women & Children. Location is Painting with a Twist, 258 E. Winchester St., Murray.

Cost is \$40. Tickets can be purchased at <https://www.painting-withatwist.com/studio/murray/event/1952050/>. Details are at murraychamber.org.

May 15, 5:45-6:45 p.m.

"Grow Your Business: Phase I," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

May 15, 6-9 p.m.

"Getting' Down with Social," a Utah Digital Marketing Collective event. Presenters are Haley Fields, owner of Orenda Marketing; and JD Prater, award-winning marketer. Location is Instructure, 6330 S. 3000 E., Suite 700, Salt Lake City. Free for Utah DMC members, \$20 for nonmembers. Registration can be completed at Eventbrite.com.

May 15, 6:30-8 p.m.

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

May 16, 8 a.m.-4 p.m.

"Supervisory Skills: Taking it to the Next Level," an Employers Council event over two consecutive Thursdays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$345. Details are at employerscouncil.org.

May 16, 10-11:15 a.m.

"Doing Business in Hong Kong and Japan" Seminar, presented by World Trade Center Utah, in partnership with the Governor's Office of Economic Development. Event will feature a welcoming of both the Hong Kong Trade Development Council and the consul general to Japan. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

May 16, 11:30 a.m.-1 p.m.

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

May 16, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray

Area Chamber of Commerce event. Speaker Jody Stambach will discuss changes within the IRS. Location is Soy's Sushi Bar & Grill, 4927 S. State St., Murray. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

May 16, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Davis Chamber of Commerce event. The Weber State University Richard Richards Institute for Ethics will present the 2019 Ethical Leadership Award to Mike Barton, retired U.S. Navy commander. Location is Davis Technical College Business Resource Center, 450 S. Simmons Way, Kaysville. Cost is \$20 for members, \$25 for guests. Details are at davischamberofcommerce.com.

May 16, 3-4:30 p.m.

"Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Presenter is Clancy Stone, business advisor at the Women's Business Center of Utah. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

May 16, 4:30-7:30 p.m.

"Money Mixer," hosted by Women's Business Center and Utah Women's Networking Group and featuring a roundtable discussion led by female subject experts who will cover personal finance, business finance, insurance protection, business law, and methods in decoding financials. Location is Industrious, 10 W. 300 S., Salt Lake City. Details are at <https://www.sba.gov/event/1641133>.

May 16, 6-8 p.m.

American Society for Quality (ASQ) Salt Lake Section Monthly Dinner Meeting. Speaker Ken Peterson, quality and compliance consulting partner at MasterControl, will discuss "Leading Technical People to Enhanced Performance: Getting the Most Out of Your Teams and Employees." Location is MasterControl, 6350 S. 3000 E., Salt Lake City. Free, and open to the public. Details are at <http://www.asqslc.org/events/monthly-dinner-meetings>.

May 16, 6-8 p.m.

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location to be announced. Free for UHCC members, \$10 for nonmembers. Details

are at <http://www.utahhcc.com/>.

May 17, 7:30-8:30 a.m.

"Eggs & Issues," a Murray Area Chamber of Commerce event. Speaker is Kim Sorenson, director of Murray Parks & Recreation. Location is Anna's Restaurant, 4770 S. 900 E., Salt Lake City. Free unless ordering from the menu. Open to everyone. Details are at murraychamber.org.

May 17, 8-10 a.m.

Utah County Speednet, a Utah Valley Chamber speed networking event. Location is SCERA Center for the Arts, 745 S. State St., Orem. Free. Details are at thechamber.org.

May 17, 8 a.m.-3:45 p.m.

Utah Economic Summit, hosted by Gov. Gary R. Herbert. Theme is "Global Connections: How Utah's Business-Elevated Mindset Creates Success." Featured speakers are Herbert; Carly Fiorina, founder and chairman of Carly Fiorina Enterprises; Kathy J. Warden, president and CEO of Northrop Grumman Corp.; Karen Dunn Kelley, deputy secretary of the U.S. Department of Commerce; and Rich Choppa, program director of missile and weapon systems, Defense and Space & Security of Boeing. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details are at utaheconomicsummit.com.

May 17, 8:30-10 a.m.

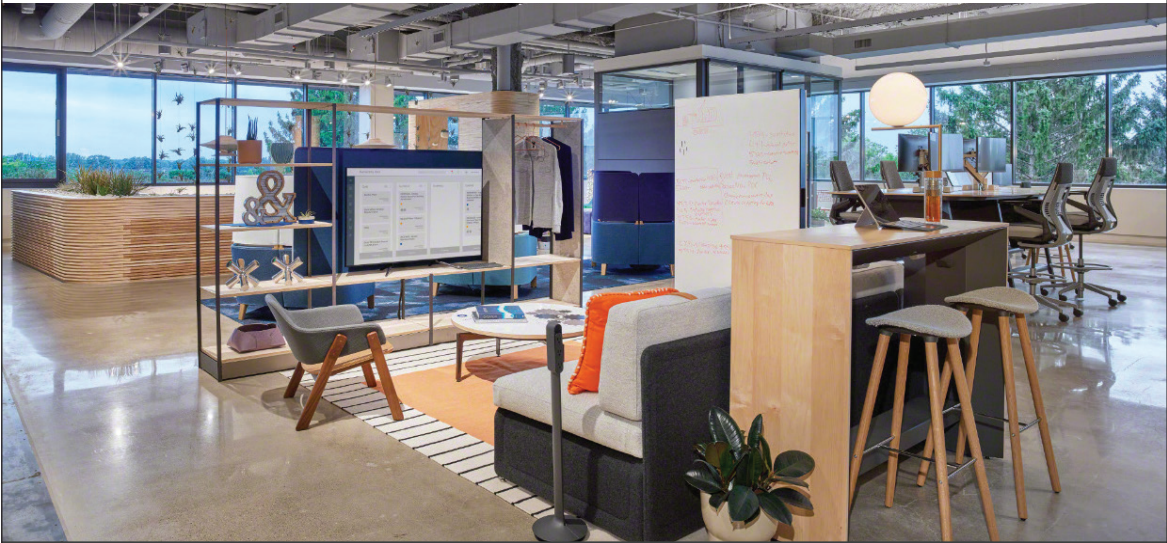
Bagels & Business, a Salt Lake Community College Business Incubator event. Speaker Kris Talynn will discuss "Game-Changing Techniques to See Your Business Succeed." Location is Salt Lake Community College's Miller Campus, Corporate Partnership Center, Building 5, 9690 S. 300 W., Sandy. Details are available by contacting Timothy Cooley at (801) 957-5443 or timothy.cooley@slcc.edu.

May 17, 11:30 a.m.-1 p.m.

"Innovation Series: Unplug: Finding Work/Life Balance," a Utah Technology Council event. Speakers are Katt Judd, vice president of people operations, Lucid; Joe Staples, chief marketing officer, Motivosity; and Erica Dahl, vice president of government affairs, Vivint Solar. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free, and open to the public. Registration can be completed at Eventbrite.com.



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CORPORATE FINANCIAL REPORTS

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

Myriad Genetics

Myriad Genetics Inc., based in Salt Lake City, reported net income of \$6.9 million, or 9 cents per share, for the fiscal third quarter ended March 31. That compares with \$9.1 million, or 13 cents per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$216.6 million, up from \$183.1 million in the year-earlier quarter.

Myriad Genetics discovers and commercializes molecular diagnostic tests.

“During the fiscal third quarter, we once again saw meaningful year-over-year growth in our hereditary cancer business, continued strong volume trends with our prenatal and GeneSight tests, and posted one of the most profitable quarters in the history of the company,” Mark C. Capone, president and CEO, said in announcing the results.

“We continue to advance our diversification efforts with new products representing more than 76 percent of overall volume. With ongoing volume growth and expanding reimbursement, we remain highly optimistic about our future growth prospects.”

Varex Imaging

Varex Imaging Corp., based in Salt Lake City, reported net earnings of \$5 million, or 15 cents per share, for the fiscal second quarter ended March 29. That compares with \$12 million, or 32 cents per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$196 million, down from \$201 million in the prior-year period.

Varex is an innovator, designer and manufacturer of X-ray imaging components, which include X-ray tubes, digital detectors and other image processing solutions that are key components of X-ray imaging systems. The company employs approximately 2,000 people at manufacturing and service center sites in North America, Europe and Asia.

“We had solid performance in the second quarter of fiscal year 2019, led by continued strong product sales for the industrial, mammography and oncology markets,” Sunny Sanyal, CEO, said in announcing the results. “Our year-to-date revenues and adjusted gross margin remain on track with expectations.

“We also continued to make

good progress with reducing our operating expenses and cost synergies from operational consolidation of acquired imaging businesses are proceeding per plan. In addition, we completed the previously announced acquisition of Direct Conversion last week, which we believe will expand our addressable market by approximately \$200 million over the coming years.”

Clarus

Clarus Corp., based in Salt Lake City, reported company-record net income of \$3.8 million, or 12 cents per share, for the first quarter ended March 31. That compares with \$400,000, or 1 cent per share, for the same quarter a year earlier.

Sales in the most recent quarter totaled a company-record \$61.2 million, up from \$53.3 million in the year-earlier quarter.

Clarus’ primary business is as a developer, manufacturer and distributor of outdoor equipment and lifestyle products focused on the climb, ski, mountain and sport markets. The company’s products are principally sold under the Black Diamond, Sierra, PIEPS and SKINourishment brand names.

“The momentum of 2018 continued into the first quarter of 2019 with sales growth across every brand, category, geography and channel,” John Walbrecht, president, said in announcing the results. “This performance was the result of our continued dedication to product innovation, as well as better order fulfillment and effective marketing campaigns. This led to continued gross margin expansion and was combined with 350 basis points of selling, general, and administrative expense leverage, resulting in adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) margin increasing 370 basis points to 11.8 percent.”

The company’s first quarter was boosted by favorable winter weather that extended late into the season in both the U.S. and Europe, driving 49 percent growth within ski hardgoods, he said.

LifeVantage

LifeVantage Corp., based in Salt Lake City, reported net income of \$1.8 million, or 12 cents per share, for the third fiscal quarter ended March 31. That compares with \$1.6 million, or 12 cents per share, for the same quarter a year earlier.

see EARNINGS page 14

HR Matters

How hiring managers can survive the talent shortage crisis of 2019

Utah is in a talent crisis. With job growth at an all-time high and unemployment at a record low, the ability to recruit and hire skilled talent is by far the biggest challenge facing businesses, especially along the Wasatch Front.

This means recruiting and hiring methods must be strategic, smart, thorough and well-executed in order to win the attention and interest of candidates. As a seasoned recruiter for a leading professional staffing firm, I can give you some clear insight into what it takes to successfully attract, recruit and hire top performers.

First, let's define who these elite professionals are. They are the game-changers. These are the individuals who join an organization and make a measurable impact from DayOne. They don't just add value to the company; they create opportunity that stimulates growth and bottom-line results. They are what I call "next-level talent," and the companies that employ them are seeing a significant return on their talent investment.

Next, let's address how to go after that highly sought-after talent with an intentional, targeted recruiting effort. Easily

said, not so easily done as there are many considerations in the recruiting and hiring process that impact outcomes. For example, when you are evaluating a potential hire, which factor trumps — talent or passion? I can tell you this: There are plenty of talented people out there, but when you find someone who is zealous about what they do and why they do it, pay attention. I often tell my clients, "Hire for passion; the talent will follow."

Regarding that targeted effort, here are five ways you can effectively boost your recruiting and hiring results:

1. Align the hiring manager's goals with HR's recruiting efforts. Too often, there is lack of understanding about the hard and soft skills required to succeed in the role, leading to wasted recruiting efforts and unqualified candidates. The best way to avoid this problem is to establish a recruiting process that puts the hiring manager and HR on the same page. An initial meeting between the two parties to discuss the ideal candidate, the critical success factors for the job, industry jargon or other unknowns will pave the way to a more effective recruiting process and higher-quality candidates. In ad-

dition, early and regular reviews will keep all on track.

2. Create a culture that attracts top players and be sure your job description embodies it. In the latest Emerging Workforce Study, 78 percent of workers said their personal connection with a company's culture and values will determine whether or not they accept a job. This means you need to tell your company story. Treat your job descriptions like a strategic sales tool where you can promote your culture and depict the mission, vision and values of your company.

3. Build a positive online reputation that attracts top performers. Research reveals 65 percent of professionals believe a company's online reputation is equally as important as the offer they are given. I'd say that's pretty significant. And, hiding behind beautiful branding and glossy images of what you want candidates to believe simply won't work. Explore your online reputation and if things are not good, put a plan in place to begin addressing the issues impacting your recruiting results.

4. Don't forget about the passive candidate. I make a living recruiting top-tier talent, and the majority of them are passive candidates. Most of them are gain-

fully employed, fully engaged and contributing at a high level — and they have the skills sets companies want. These are the kind of professionals you should pursue.

5. Make sure your salaries are on target with what the market demands. Money is the No. 1 motivator in workers' employment decisions. That's not all. Pay has the power to impact every part of the employment lifecycle, from attracting and recruiting candidates to hiring, engaging and retaining top talent. Confirm your pay scales are up to par with what the market demands. If you discover your salary ranges fall short, take immediate action to ensure you are not inadvertently turning away top performers.

While this is not an exhaustive list, it hits on the biggest areas impacting the recruiting process today. In the midst of one of the toughest talent markets we've seen, employers must be vigilant in their efforts to effectively recruit, hire and retain top performers.

Jon Eborn is a business consultant; executive recruiting and placement specialist; talent scout; and a workforce, marketing and compliance expert at Spherion Staffing, where he consults C-level management on intentional culture creation and maintenance.



JON
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EARNINGS

from page 12

Revenue in the most recent quarter totaled \$56 million, up from \$50.6 million in the year-earlier quarter.

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

"We continued to see strong trends during the third quarter, including 11 percent revenue growth and 9 percent active member growth, with each of our global markets posting year-over-year gains," Darren Jensen, president and CEO, said in announcing the results. "We continue to have good momentum in the business, with the last two quarters representing two of the largest four revenue quarters in our history, and we are on track to have a record revenue year."

"During the third quarter we saw a strong response to our opening of Spain, held our launch event to commemorate the opening of Taiwan and introduced a brand refresh of our PhysIQ smart weight management system. We remain on track for additional geographic expansions in Europe later this fiscal year and continue to execute each of our product, geographic and member growth strategies."

Pluralsight

Pluralsight Inc., based in Farmington, reported a net loss of \$18.9 million or 25 cents per share, for the first quarter ended March 31. That compares with a

loss of \$23.2 million for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$69.6 million, up from \$49.6 million in the year-earlier period.

Pluralsight is an enterprise technology skills platform company.

"Our Q1 financial results marked a great start to 2019," Aaron Skonnard, co-founder and CEO, said in announcing the results. "Revenue and billings growth continue to be strong with both up over 40 percent year over year. We continue to demonstrate the efficiency in our model with our third consecutive quarter of positive cash flow."

ClearOne

ClearOne, based in Salt Lake City, reported a net loss of \$2.5 million, or 23 cents per share, for the fiscal fourth quarter ended Dec. 31. That compares with a net loss of \$3.6 million, or 43 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$7.2 million, down from \$9.3 million in the prior-year quarter.

For the full fiscal year, the company reported a net loss of \$16.7 million, or \$1.87 per share, on revenue of \$28.2 million. That compares with a net loss of \$14.2 million, or \$1.65 per share, on revenue of \$41.8 million in the prior fiscal year.

ClearOne produces audio and visual communication solutions.

"We made modest progress on the revenue front with revenue growing sequentially in Q4 and

video products growing year over year and also sequentially," Zee Hakimoglu, CEO and chair, said in announcing the results.

Franklin Covey

Franklin Covey Co., based in Salt Lake City, reported a net loss of \$3.5 million, or 25 cents per share, for the fiscal second quarter ended Feb. 28. That compares with a loss of \$2.7 million, or 20 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$50.4 million, up from \$46.5 million in the year-earlier quarter.

Franklin Covey creates and distributes content, training, processes and tools that organizations and individuals use to improve their results.

"We are very pleased with the trajectory of our results for the second quarter and first half of fiscal 2019, which exceeded our expectations and produced increased sales, increased gross profit, improved operating results and a significant increase in adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) in the quarter, fiscal year and for the latest 12 months," Bob Whitman, chairman and CEO, said in announcing the results.

"These financial results reflect the growth and impact of our high recurring revenue, high-margin, high flow-through, low capital intensity subscription business model."

Whitman said continued strong Enterprise Division results combined with a planned aggressive expansion of the sales force

and expected ongoing improvements in Education Division operations, especially in the fiscal fourth quarter, should position the company to accelerate its revenue, adjusted EBITDA and cash flow growth during fiscal 2019 and in future periods.

Instructure

Instructure Inc., based in Salt Lake City, reported a net loss of \$16.1 million, or 45 cents per share, for the first quarter ended March 31. That compares with a loss of \$11.9 million, or 37 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$58.1 million, up from \$48 million in the year-earlier quarter.

Instructure is a software-as-a-service (SaaS) technology company focused on education.

"Our first-quarter results demonstrate the progress we're making in expanding our impact in education, growing into the employee development market, and supporting the convergence of the academic and professional worlds," Dan Goldsmith, CEO, said in announcing the results.

"We're excited by our prospects for 2019 and beyond and we remain focused on executing on our strategy, which we expect will sustain our revenue growth, help us achieve profitability, and generate shareholder value."

Purple Innovation

Purple Innovation Inc., based in Alpine, reported a net loss of \$720,000, or 2 cents per share, for the first quarter ended March 31. That compares with a net loss of \$4.3 million, or 18 cents per share, for the same quarter a year earlier.

The most recent quarter included a \$6.3 million non-cash expense associated with the loss on extinguishment of debt, partially offset by a \$1.7 million gain from a change in fair value of warrant liabilities.

Revenue in the most recent quarter totaled \$83.6 million, up from \$60.8 million in the year-earlier period.

Purple is a comfort product designer and manufacturer.

"Our first-quarter results, which were highlighted by strong revenue growth and a significant improvement in operating profit, represent a very encouraging start to the year," Joe Megibow, CEO, said in announcing the results.

"We continue to experience increasing demand for our differentiated product offering, especially through our wholesale channel as the combination of door expansion and strong sell-through is fueling healthy year-over-year gains. At the same time, we've made further progress improving execution throughout the organization. This includes addressing identified inefficiencies in our manufacturing, supply chain and fulfillment pro-

cesses as well as increasing our marketing effectiveness."

Holly Energy Partners

Holly Energy Partners LP, based in Texas but with operations in Utah, reported net income of \$51.2 million, or 49 cents per share, for the quarter ended March 31. That compares with \$46.2 million, or 44 cents per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$134.5 million, up from \$128.9 million in the year-earlier period.

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, as well as refinery processing units in Utah and Kansas.

"HEP delivered strong financial results for the first quarter, driven by the continued growth of our crude pipeline volumes and seasonal strength on the UNEV system, which allowed us to maintain our record of quarterly distribution increases," George Damiris, CEO, said in announcing the results. "Looking forward, we remain optimistic about our organic growth potential. HEP remains on track to continue growing our distribution while maintaining a distribution coverage ratio of 1.0x for the full year 2019."

Dominion

Dominion Energy, based in Virginia but with operations in Utah, reported a net loss of \$680 million, or 86 cents per share, for the quarter ended March 31. That compares with net income of \$503 million, or 77 cents per share, for the same quarter a year earlier.

Operating revenue in the most recent quarter totaled \$3.86 billion, up from \$3.47 billion in the year-earlier period.

Dominion has nearly 7.5 million customers in 18 states and provides electric generation, transmission and distribution, as well as natural gas storage, transmission, distribution and import/export services.

"Otherwise strong performance across our businesses was impacted by unusually mild weather in Virginia and South Carolina during the first quarter, which reduced utility earnings by about 6 cents per share. Adjusted for normal weather, our quarterly results were above the midpoint of our quarterly guidance range," Thomas F. Farrell II, chairman, president and CEO, said in announcing the results. "Utility fundamentals across our premier electric and gas operations continue to be strong in terms of sales volume and customer growth."



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CALENDAR

from page 11

May 17, 11:30 a.m.-1 p.m.

Monthly Luncheon Series, a Holladay Chamber of Commerce event. Location is Fav Bistro, 1984 E. Murray Holladay Road, Holladay. Details are at holladaychamber.com.

May 17, noon

Silicon Slopes Live, a lunch and live recording of the Silicon Slopes podcast featuring Aptive Environmental's Vess Pearson, CEO, and David Royce, founder and chairman. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Details are at siliconsslopes.com.

May 18, 10 a.m.-noon

"Strategies for Managing All the Digital Apps and Platforms Important to Small-Business Owners," a SCORE event. Location is Marmalade Branch Library, 280 W. 500 N., Salt Lake City. Free. Details are at <https://utahsbdc.org/trainings>.

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

Free Business Coaching, a West Jordan Chamber of Commerce event. Greg Cassat of the Zions Bank Resource Center will be available for consultation in 30-minute appointments. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

May 21, 8:30-10 a.m.

CFO Alliance, a Utah Technology Council (UTC) event. Adam Sweet, principal, and Joe Stoddard, partner, both from Eide Bailly, will discuss "Tax Reform: Impact to Deductions and Credits for Technology Companies." Location is Eide Bailly, 2901 N. Ashton Blvd., Suite 200, Lehi. Registration can be completed at Eventbrite.com.

May 21, 9:30-11 a.m.

"Assertive (vs. Aggressive) Communication for Women," a Women's Business Center of Utah event. Speakers are Merrilee Buchanan and Meagan Nielsen. Location is the Women's Business

Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

May 21, 10-11:30 a.m.

"Investing in Human Capital," a West Jordan Chamber of Commerce event. Theme is "Everyone Communicates, Few Connect." Location is West Jordan Chamber, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

May 21, 11 a.m.-1 p.m.

Business Women's Forum 2019: "Mastering the Tools to Close the Gender Wage Gap." Speaker is Linda Wardell, general manager of City Creek Center. Location is 50 West Club & Café, 50 W. Broadway (300 S.), Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

May 21, 11:30 a.m.

Women in Business, a Sandy Area Chamber of Commerce event. Speaker is Kristen Cox, executive director of the

Governor's Office of Management and Budget. Location is Hale Centre Theatre, 9900 S. Monroe St., Legacy Room, Sandy. Details are at sandychamber.com.

May 21, 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.

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

Southwest Valley Women in Business. Location to be announced. Cost is \$15 for members the day of the event, \$20 for nonmembers. Details are at southjordanchamber.org.

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

"Coffee Connection," a Holladay Chamber of Commerce event. Location is Great Harvest, 4699 S. Holladay Blvd., Holladay. Details are at holladaychamber.com.

May 22, 8 a.m.-1 p.m.

31st Annual Parsons Behle

& Latimer Employment Law Seminar, designed for corporate counsel, business owners and human resource professionals. Topics are "Flexible Work Arrangements," "Essential Tips for Avoiding Discrimination Claims," "Utah OSHA: Accidents, Investigations and Citations," "Sexual Harassment Investigations," "Current ADA Developments," "Employment Basics for Small Businesses and Startups," "Performance Reviews and Evaluations: Risks and Solutions," "Considerations for Implementing a Parental Leave Policy" and "Mass Shootings and Employer Liability." Location is Salt Lake City Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$125. Registration can be completed at Eventbrite.com. Details are at <http://www.parsonsbehle.com/emp-seminar>.

May 22, 8-9:30 a.m.

Women in Business "Silent Hero" Breakfast, a ChamberWest event in partner-

see **CALENDAR** page 17

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Opinion

NAFTA versus USMCA: Once a protectionist, always a protectionist

The United States has been plagued with uncertainty ever since Pres. Donald Trump started his trade disputes with many of our trading partners. From steel and aluminum tariffs to renegotiating the North American Free Trade Agreement (NAFTA) and replacing it with the United States-Mexico-Canada Agreement (USMCA), trade rules have been in flux, with U.S. consumers caught in the crossfire — and with no end in sight.

This drama started in March 2018, when the Trump administration announced that it would impose 25 percent tariffs on steel and 10 percent tariffs on aluminum for imports from all countries that he deemed to be treating America unfairly. The duties were levied in the name of national security, even though they would actually punish many of our NATO allies. At the time, the administration made no secret about the fact that it planned to use the tariffs as leverage to renegotiate the 25-year-old NAFTA with Canada and Mexico.

Whether the strategy worked is still up for debate. Yes, NAFTA was renegotiated through the USMCA, but that agreement hasn't been approved by the U.S. Congress

or ratified by Mexico or Canada, either. In other words, NAFTA is still the law of the land. Unfortunately, the uncertainty over whether (and when) the USMCA will replace NAFTA places a significant economic burden on companies trying to make investment decisions and predictions throughout North America.

What's not up for debate is the fact that in some important ways, the USMCA is more protectionist than NAFTA. It's true that the USMCA includes a few improvements over NAFTA, such as an update of the digital trade rules. The Internet was barely a thing when NAFTA was adopted, so the agreement did need to be modernized on this front. The USMCA also includes the slight opening of a few markets, for example the Canadian dairy market. That said, several of these provisions were already agreed to in the Trans-Pacific Partnership (TPP) Agreement, which Trump withdrew from soon after he entered office.

On the negative side, the USMCA's new automotive "rules of origin" are much more restrictive than the ones in NAFTA, including a new minimum wage provision

requiring that 40 percent of a car be made in plants where the workers are paid at least \$16 an hour or tariffs will be imposed on those cars. No such requirement exists in NAFTA. These changes will make producing cars in North America, and in the United States specifically, more expensive. Considering that the automotive industry's future lies in large part with exporting, it's unwise to raise the cost of producing cars in the United States, as it makes it more difficult for U.S. car companies to export them.

That said, in spite of its problems, approving the USMCA would at least put an end to some uncertainty. In fact, according to a recent report by the U.S. International Trade Commission, some of the biggest economic gains from adopting the USMCA would come from ending the current uncertainty.

So how close are we to adopting the USMCA? It doesn't look too good.

For starters, the Democrats would like to see even more significant labor provisions imposed on Mexican workers. The House leadership said that it wasn't anywhere near putting it up for a vote.

On the Republican side, Sen. Chuck Grassley of Iowa warned the president that he shouldn't expect his team to support the

USMCA as long as the metal tariffs are still in place, writing in *The Wall Street Journal*, "If these tariffs aren't lifted, USMCA is dead. There is no appetite in Congress to debate USMCA with these tariffs in place." The metal tariffs have hurt American consumers of foreign metals. And once retaliatory tariffs from Canada and Mexico went up, everyone suffered even more.

What's more, Canadian and Mexican officials have shown very little interest in bringing the new deal to a vote in their own countries. The window for a vote is closing fast, as there are elections coming in Canada; observers predict that if the deal hasn't been approved by then, it will have to wait until 2020.

Ultimately, for all the talk about using these tariffs as leverage, it seems that Trump's true goal for the duties was to protect the steel industry. He is a protectionist, period. As such, he won't let those tariffs go easily.

So, get used to the uncertainty.

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

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Is there a 'Trump Doctrine'? The president and his dark worldview

Understanding Donald Trump's foreign policy is a challenge, since the president has written and spoken little on the subject for most of his life. So how to make sense of his worldview? Is there a Trump Doctrine?

Michael Anton, a former Trump national security official, believes there is, and he explains it in a new essay in *Foreign Policy*. The Trump Doctrine, Anton argues, is simple: "Let's all put our own countries first, and be candid about it, and recognize that it's nothing to be ashamed of." But, as Daniel Larison responds in the *American Conservative*, "That isn't a doctrine. It is a banality." What country has not put its own interests first? What president has argued to give preference to "global interests" over American ones?

Anton outlines a certain kind of nationalist conservatism that does seem at the heart of Donald Trump's worldview. More important — since Trump is rarely consistent and could change his mind tomorrow — it reflects the views of the man closest to him on foreign policy, national security advisor John Bolton.

Bolton has been variously described as a neoconservative, a paleoconservative and a conservative hawk. In fact, he is simply a conservative, in the oldest, most classical sense, someone who has a dark view of humankind. As a former U.S. official told *The New Yorker*, Bolton believes that Thomas Hobbes' famous description of life without order applies precisely to international life — "nasty, brutish and short."

Bolton believes that to protect itself and project its power, the United States must be aggressive, unilateral and militant. Bolton seems to share the worldview that animated Dick Cheney, who after 9/11 spoke openly about the need to "work ... the dark side" and to "use any means at our disposal basically to achieve our objectives."

There are some in the foreign policy establishment who believe that a revanchist Russia poses a grave threat to America. Others worry about a rising China or an ideological Iran. For Bolton, it's all of the above and more. He has at various points warned darkly about the mortal threat posed to the United States by Cuba, Libya, Syria and, of course, Iraq. A longtime fan of regime change, he recently labeled Cuba, Venezuela and Nicaragua a "triangle of terror" and said the U.S. "looks forward to watching each corner of the triangle fall." It seems he wants them to fall, not to usher in an era of democracy, but because they resist American power and influence. "The Monroe Doctrine is alive and well," Bolton told *The New Yorker's* Dexter Filkins. "It's our hemisphere."

This kind of conservatism believes that national interests are worth pursuing, not because they are virtuous — about democracy and freedom — but because they are ours. This view originates in a cultural chauvinism and can easily morph into racism.

And sure enough, a senior State Department official, Kiron Skinner, recently explained that the challenge with confront-

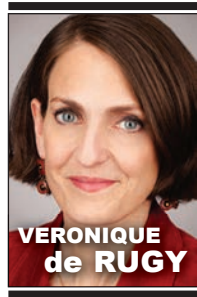
ing China is that it is "a great power competitor that is not Caucasian." She noted: "The Soviet Union and that competition, in a way it was a fight within the Western family."

Where to begin? The Cold War was an existential struggle because the Soviet Union believed it had a superior ideology of economics, politics and society that it would impose on the rest of the world. That is why it was called "totalitarian." China's rise to power is the standard process by which a new powerhouse economy tries to find a space on the international stage. Chi-

na's system, incidentally, is largely a mixture of two Western ideas, capitalism and communism — Adam Smith and Marx — which is why *The New York Times's* Nicholas Kristof has aptly described it as "Market-Leninism."

By Skinner's logic we had more in common with Hitler's ideology than with the Chinese because the Nazis were Caucasian, which is both historically uninformed and morally grotesque.

see ZAKARIA page 18



VERONIQUE de RUGY



FAREED ZAKARIA



CALENDAR

from page 15

ship with the Granite School District and eighth-grade classes of Kearns Junior High School, West Lake STEM Junior High School, Valley Junior High School and Bennion Junior High School. Students participate in a "Silent Hero" essay contest recognizing special people impacting their lives. The program celebrates and recognizes nine "Silent Heroes" and the students who nominated them. Location is Granite Education Center, 2500 S. State St., Room D102, Salt Lake City. Cost is \$20 before May 15, \$30 for nonmembers at the door. Details are at chamber-west.com.

May 22, 8-9:30 a.m.

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

May 22, 8-9:30 a.m.

Legal Breakfast Briefing Series (Utah Offering), an Employers Council event with the theme "Workplace Violence: What Can Employers Do to

Prevent It Without Violating the Law?" Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

May 22, 9-10 a.m.

"Breakfast with the President," a West Jordan Chamber of Commerce event featuring Aisza Wilde, president and CEO of the chamber. Location is Jim's Family Restaurant, 7609 S. Redwood Road, West Jordan. Free (pay for what you order on the menu). Details are at westjordan-chamber.com.

May 22, 11:30 a.m.-1:30 p.m.

"Pitch Perfect: Master Your Two-Minute Funding Pitch," co-hosted by the Utah Black Chamber and Women's Business Center of Utah. Location is Utah Microloan Fund, 154 E. Ford Ave., Suite A, Salt Lake City. Cost is \$15. Details are at <https://www.sba.gov/event/1641141>.

May 22, 5:30-7 p.m.

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

May 22, 6:30-8 p.m.

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

May 22, 6:30-8 p.m.

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

May 23, 7:30-9 a.m.

Employer Seminar: "Addressing Addiction at Work with Compassion and Compliance (Part 2)," presented by Workforce Committee of the Ogden-Weber, Davis and Utah Hispanic chambers of commerce and focusing on handling addiction issues with compassion and compliance under the Americans with Disabilities Act and the Family and Medical Leave Act. Presenter is Bob Coursey, employment law attorney at Employers Council. Location is Davis Hospital and Medical Center, 1600 W. Antelope Drive, Layton. Free. Registration can be completed at Eventbrite.com.

May 23, 8 a.m.-5 p.m.

Employer Tax Workshop, sponsored by the Internal Revenue Service, Utah Small Business Development Centers and the Utah State Tax Commission. Location is Salt Lake Community College's Miller Campus, Corporate Partnership Center, Building 5, Room 101, 9690 S. 300 W., Sandy. Early-bird cost is \$19.95. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 23, 10 a.m.-noon

"Government Contracting," a U.S. Small Business Administration (SBA) event. Location is Wallace F. Bennett Federal Building, 125 S. State St., Room 2222, Salt Lake City. Free. Details are at <https://utahsbdc.org/trainings>.

May 23, 11:30 a.m.-1 p.m.

Multi-Chamber Lunch, presented by the Murray Area, South Jordan, Southwest Valley and West Jordan chambers of commerce and ChamberWest. Speaker Kordell Norton will discuss "Stop Being a Best Kept Secret: How to Channel Your Charisma and Drive Word-of-Mouth Buzz Through the Roof." Location is Jordan Valley Water Conservancy Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$20 for members, \$30 for

nonmembers. Registration can be completed at southjordanchamber.org.

May 23, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Richer Commons, Westminster College, 1840 S. 1300 E., Salt Lake City. Cost is \$7 for early-bird members, \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

May 23, 6-7 p.m.

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

May 23, 6-7 p.m.

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

May 23, 6-7 p.m.

Health Insurance Clinic, a Small Business Development

see CALENDAR page 18

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TRIBUNE

from page 1

the costs of production, printing, advertising and distribution and split profits through a formula based on circulation. The JOA has been renewed several times since 1970, but expires in 2020.

The *Tribune's* nonprofit plan will transpire in two phases, according to the paper. The *Tribune* will first create a charitable foundation to “support independent journalism” in the state and the *Tribune* will be its major benefactor. The paper will then obtain nonprofit status and transfer ownership from Huntsman to a public board. Last week’s announcement said that legal details were still being worked out.

Semerad quoted *Tribune* Editor Jennifer Napier-Pearce as saying the move to a nonprofit is vital, in light of the ongoing erosion of the *Tribune's* bottom line as readers continue to shift to a wide variety of digital sources for news. Napier-Pearce said that though *Tribune* online revenues continue to grow as readers subscribe to the digital version, that revenue remains a fraction of the paper’s past earnings on print advertising. The paper put up a pay-wall for access to the content on its website early last year, charging online subscribers \$1.99 per month.

“We have to survive,” Napier-Pearce said. “Our community would be so much worse off without this publication, let alone independent journalism.”

For most of the existence of its operating agreement with the *Deseret News*, the *Tribune* has commanded the majority of the revenue because of its larger circulation. However, the profit-sharing formula has reversed to favor the *Deseret News* in recent

years. During that time, the *Tribune* has undergone a series of ownership changes, landing in the hands of a New York hedge fund about a decade ago.

The hedge fund managers sold the *Tribune's* share of the JOA’s physical assets, including ownership in Media One, to the *Deseret News*. Media One owns and controls the facilities, presses, other production assets and distribution systems used to produce both papers. The hedge fund also sold all of the real estate owned by the paper, including the *Tribune* Building in downtown Salt Lake City.

Last week’s article in the *Tribune* said Huntsman is considering a system that would “treat print and digital subscriptions as gifts to readers, in exchange for donations — akin to the keepsakes given to donors of public radio.” The move to nonprofit would also likely force the *Tribune* to give up its long-standing practice of endorsing political candidates, the article said.

Finalizing the move to nonprofit could take as long as a year, pending review by the IRS, the paper said. Current negotiations over the JOA may also complicate matters.

Once nonprofit status is achieved, the *Tribune* would rely heavily on donations to keep going. “I’m not going to be accepting any donations to this foundation from those who want to influence editorial,” Huntsman was quoted as saying. “Not only is that nonnegotiable, that just goes to the heart of why you have a newspaper.”

Huntsman went on to say that the nonprofit model was “the only way” to restore the *Tribune's* financial stability. He said the paper “continues to lose millions of dollars yearly”

“But morally,” he said, “it’s the right thing to do as well.”

event. Speaker is Catina Struble of the American Cancer Society. Location is Anna’s Restaurant, 4770 S. 900 E., Salt Lake City. Free unless ordering from the menu. Open to everyone. Details are at murraychamber.org.

May 24, 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 West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

May 24, noon

Silicon Slopes Live, a live recording of a Silicon Slopes podcast featuring Brent Thomson

and James Munnerlyn, co-founders of Blip. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

May 24, noon-1 p.m.

Women in Business Brown Bag Lunch, a West Jordan Chamber of Commerce event. Location is Residence Inn, 7558 S. Plaza Center Drive, West Jordan. Free. Details are at westjordanchamber.com.

May 27, noon-1 p.m.

Inovashare Lunch and Learn, a West Jordan Chamber of Commerce event featuring a discussion about a revolutionary approach to healthcare and how companies can benefit. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$10 for nonmembers. RSVPs can be completed at laurie.snarr@inovashare.com or texting Laurie@385-439-9379. Details are at westjordanchamber.com.

May 28, 10-11 a.m.

“The Art of Negotiation,” a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordanchamber.com.

May 28, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20 for members, \$30 for guests. Details are at ogdenweberchamber.com.

May 28, 6-8 p.m.

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

May 29, 1-2:15 p.m.

“Women in Entrepreneurship,” a Silicon Slopes event. Panelists are Amy Anderson, Logan city council member; Reggie Ann Geerts, founder of Karch Co.; Kylee Ann Maughan, founder of Kylee Ann Photography; and Janna Barlow, founder of Nani Swimwear. Location is Vivint Smart Home, 1400 N. 635 E., Logan. Details are at siliconslopes.com.

May 30-31

2019 Utah Entrepreneurship Program Summit, A Lassonde Entrepreneurship Institute event designed for staff, faculty and student entrepreneur-

ship program leaders at universities, colleges and high schools across the state. Activities include a May 20 dinner, 4-8 p.m., and the summit May 31, 8 a.m.-1 p.m. Location is the Spencer Fox Eccles Business Building, University of Utah, 1655 Campus Center Drive, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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

Governor’s Energy Summit, presented by the Governor’s Office of Energy Development, in partnership with Utah Media Group. Theme is “Powering Innovation & Investment.” Keynote speakers are Rick Perry, U.S. secretary of energy, and Tom Farrell, chairman, president and CEO of Dominion Energy. Other speakers include Gov. Gary Herbert; Wyoming Gov.

Mark Gordon; Laura Nelson, the governor’s energy advisor; Anders Ekvall, vice president of liquid natural gas development at Shell; Tom Farrell, CEO of Dominion Energy; and Daniel Simmons, assistant secretary of energy efficiency and renewable energy at the U.S. Department of Energy. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$179. Details are at <https://governors-energysummit.com/>.

May 30, 8 a.m.-4 p.m.

“Employment Law Update-Utah,” an Employers Council event. Discussion topics include a case, legislative and regulatory update; employees’ protected statuses; wage and hour law; medi-

see **CALENDAR** next page

ENNICO

from page 10

Still, when it comes to media attention, the emphasis remains on youth: When have you ever seen a local chamber of commerce celebrate “40 over 40” entrepreneurs? And maturepreneurs are faced with a host of unique questions that don’t plague their younger counterparts:

- Why do I want and have to do this?
- Should I tap into my 401(k) to fund this business?
- Could I become so successful that I won’t be able to enjoy my grandchildren?
- Am I healthy enough to do this?
- How fast can I reach the point where someone can manage the business for me?

That’s where Maturepreneur Today comes in. It will be hosting an online virtual summit on Tuesday, June 11, 2019, from 9:30 a.m. to 5 p.m. Eastern. Speakers include former U.S. Army Gen. Stanley McChrystal, former Small Business Administration Office of Entrepreneurial Development administrator Allen Gutierrez and (full disclosure) a certain nationally syndicated small-business columnist named Cliff Ennico. To check out the full roster of speakers and register online, go to <https://www.maturepreneurtoday.com/registration-now2>.

As for the perception that baby boomers can’t adapt easily or quickly to new technologies and business models, Farrell said that’s bunk: “Hey, just look at all the technological change we’ve lived through, from manual typewriters to IBM Selectrics to Wang dedicated word processors to desktop computers to smartphones. Don’t tell us we can’t adapt.” As someone with a base-

ment full of vinyl long-playing records, cassettes and compact disks, most of which contain the exact same music, I can agree with that.

Just don’t ask me to subscribe to Spotify or buy an iPod. I’m tapped out.

Cliff Ennico is a syndicated columnist, author and former host of the PBS television series “Money Hunt.”

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ZAKARIA

from page 16

The more practical problem with the Cheney-Bolton worldview is that it is profoundly inaccurate. The world is not nasty, brutish and short. Life has improved immeasurably over the last 100 years. Political violence — deaths from wars, civil wars and terrorism — has plummeted. And this has happened in large part because human beings also have the genes to cooperate, to compete peacefully and to weigh the costs of war against their benefits.

Bolton says that he might well invoke the “Roosevelt Corollary” to the Monroe Doctrine — which asserts that the U.S. can use force unilaterally anywhere in the Western hemisphere. If he does, what is the argument against Russia doing the same in Ukraine, China in the South China Sea, and Iran in Yemen? Without rules and norms, the U.S. would have to militarily thwart every such effort or else accept a world of war and anarchy. You see, nationalist assertiveness works as long as only *you* get to practice it.

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

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CALENDAR

from page 17

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

May 23, 6-7 p.m.

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

May 24, 7:30-8:30 a.m.

“Eggs & Issues,” a Murray Area Chamber of Commerce



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International Relief Teams Seeks Skilled Construction Volunteers

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

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

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

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

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

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

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

CALENDAR

from previous page

cal leaves of absence; workplace communication; the gender pay gap; and arbitration agreements, class-action waivers and confidential settlements. Location is Sheraton, 150 W. 500 S., Salt Lake City. Cost is \$219 for mem-

bers, \$269 for nonmembers. Details are at employerscouncil.org.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is Allison Trease of NeighborWorks. Location is Soy's Sushi Bar & Grill, 4927 S. State St., Murray. Cost is \$20 for members, \$30 for guests. Details are at mur-

raychamber.org.

May 31, 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, 4770 S. 900 E., Salt Lake City. Free unless ordering from the menu. Open to everyone. Details are at murraychamber.org.



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