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OF NOTE



Let's all go to the movies

Utahns likely will be flocking to blockbuster movies this summer. Utah households spend an average of \$193 each year on movie tickets and refreshments, according to data from the Zions Bank Consumer Attitude Index. Fifty-five percent of Utahns spend \$100 or more each year. Fifty-nine percent take advantage of discounted showtimes at least some of the time.

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Starting a business? Get your MBC degree while you're at it

The University of Utah has launched a first-of-its-kind master's degree for entrepreneurs looking to begin and develop a new business quickly.

The Master of Business Creation (MBC) degree was announced last week by the David Eccles School of Business at the UofU.

Instituted in partnership with the Lassonde Entrepreneur Institute, the degree is designed to blend the attributes of a graduate business-degree program taught by

scholars with an intensive startup accelerator. Students will get the know-how, mentoring and support needed to launch a company and create their own job through the nine-month program, according to the Eccles School.

"The Master of Business Creation is unlike any other business master's degree," said Taylor Randall, dean of the Eccles

see MBC page 2



Hikers descend the difficult Angel's Landing trail in Zion National Park in Southern Utah. More than 4.3 million people visited the park last year and spent \$246 million during their stay in Utah, the National Park Service said in a report released recently.

What do national parks mean to Utah? \$1.84 billion in 2018

It's hard to overstate the importance of Utah's 13 national parks, national monuments and historical areas to the state's economy. In 2018, visitation to these areas accounted for \$1.84 billion in economic benefit in Utah. Those expenditure were made by 15.37 million visitors to the state's parks and recreation areas administered by the National Park Service (NPS), according to the "National Park Visitor Spending Effects" report released late last month by the agency.

Southern Utah's Zion National Park had the most visitors among the states' five national parks, with 4.3 million people passing through its gates. Zion visitors spent \$246 million last year. Officials esti-

mated that more than 86,000 people visited Zion over the recent Memorial Day weekend.

Glen Canyon National Recreation Area, which Utah shares with Arizona, saw 4.2 million visitors who spent a whopping \$411 million on lodging, food and recreation. Bryce Canyon National Park came in third with \$227 million coming from 2.7 million visitors and Arches National Park saw 1.7 million visitors spend \$200 million and nearby Canyonlands National Park had \$45.8 million come in through 739,000 visitors. Capitol Reef National Park had 1.2

Optimism still strong; CAI rises in May

Utah consumers continue to be optimistic about their economic futures, based on the May edition of the Zions Bank Utah Consumer Attitude Index (CAI).

The index rose 0.9 points to reach 113.2 in May, hampered by the Present Situation Index dropping 0.3 points but fueled by a 1.7 point rise in the Expectations Index.

The CAI is up 2.5 points from a year ago, compared with the national Consumer Confidence Index jumping 4.9 points during that same period to reach 134.1.

Utah's Present Situation Index in May was at 125.6 due to a 1 percent drop in the percentage of Utahns who feel jobs are plentiful. Utahns' confidence in business conditions remains strong, with 61 percent indicating conditions are good. Despite the April-to-May decrease, the Present Situation Index has increased 3.9 points from a year ago, with more Utahns feeling business conditions are good and jobs are plentiful.

The Expectations Index reached 105.0 in May, with consumer expectations for all three key indicators improved. Expectations about job availability improved the most. As of May, 32 percent of Utahns feel jobs will be plentiful six months from now, a 7 percent increase from April. Also, 37 percent of Utahns expect their household income will increase in the next six months, the highest level since March 2018 and a 4 percent increase since April.

The Expectations Index also saw its first year-over-year rise since April 2018 as it ticked up 1.6 points since May 2018.

"It's significant that Utahns are both positive about the state of Utah's economy and optimistic about its future," said Scott Anderson, Zions Bank president and CEO. "It shows consumers are confident going into summer."

On the housing front, since November, a growing percentage of Utahns anticipate housing prices will continue to climb in the near future. Seventy percent now say housing prices will increase, one of the highest levels recorded since Zions Bank and Cicero Group began tracking consumer attitudes in January 2011 and the highest point since July 2018.

Still, many Utahns expect their incomes to keep pace with inflation: 32 percent say it is likely their household income



Torch LMS acquired by Absorb Software

Lehi's Torch LMS has been purchased by Calgary, Albertabased Absorb Software. Absorb said that a recent strategic investment by Boston's Silversmith Capital Partners has allowed the company to make the Torch acquisition, the first of an anticipated several as the company expands beyond organic growth.

"There is a growing demand for best-of-class learning technology. According to a comprehensive 2019 industry report, the corporate learning market is ex-

from \$9.2 billion in 2018 to \$22.4 billion by 2023," Absorb said in a press statement. "The Absorb acquisition of Torch will better position the company to capitalize on this e-learning explosion."

"Our profitable, organic growth history and strong financial backing empowers us to capitalize on opportunities where they occur. Acquiring Torch LMS is just one example of how we are expanding the reach of our world-class learning technology to a broader uni-

pected to see explosive growth, verse of customers," said Absorb CEO Mike Owens. "We welcome Torch employees and customers to the Absorb family."

> "Torch has always strived to delight customers with an intuitive, business-focused learning management system," said Jake White, founder and CEO of Torch. "We are absolutely delivering on this promise by joining Absorb. Our customers will reap the benefits of its world-class technology and service, and we couldn't be more pleased."

- MASTER OF -BUSINESS CREATION TM

DAVID ECCLES SCHOOL OF BUSINESS

MBC

from page 1

School. "It will teach founders what they need to know to start and grow a successful company, and they will learn these lessons while applying them in real time to their companies. MBC students can customize the program to meet their needs.

"No two companies are alike - we created a program that accommodates this diversity."

The program, which will begin this fall, will be open to full-time entrepreneurs want to create, launch and scale a new business. Students will have access to resources, including scholarships, more than \$500,000 in grants, mentors, prototyping tools, office space and more. Those who attain the degree will have skills and knowledge that are fundamentally different from managing an existing business.

"This degree program is very relevant and immediately useful for a working entrepreneur," said Todd Zenger, presidential professor and chair of the Department of Entrepreneurship & Strategy at the Eccles School. "The Master of Business Creation degree was co-designed by serial entrepreneurs and leading educators to provide you with the tools, training and network access required to create and build a business, rather than merely administer one. Our aim is to assist entrepreneurs in what matters most to them — rapidly growing their startup and realizing its potential. We are just as focused on that goal as our students."

The school responded to students' requests for such a program and reviewed leading business accelerators that provide space and support to promising startups. Like those accelerators, the MBC program has a competitive application process and offers financial support and a cohort structure that allows founders to learn together.

"We created a graduate degree inspired by leading accelerators like Y Combinator," said Troy D'Ambrosio, executive director of the Lassonde Entrepreneur Institute, an assistant dean at

the Eccles School and a serial entrepreneur. "We wanted to create something similar, but with the unmatched resources and expertise of a top research university. Launching a company on campus has many advantages."

Those resources include access to experts in various fields of study, entrepreneurship scholars, business-plan competition prizes, specialized tools and equipment, and a thriving student community.

The MBC program will not take an equity interest in students' companies, allowing them to maintain complete ownership. That differs from many accelerators.

"We want the program to enrich the participant's startups, not be a drag on them," D'Ambrosio said. "Everything we do is to support these founders. When a startup is just getting going, the last thing you want to do is to lose value and spend valuable time negotiating ownership. Founders should be focused on growing the company and putting capital into the business."

Applicants will need a developed startup idea and a willingness to work full time to bring it to life. Existing companies also are encouraged to sponsor employees who may want to spin out a concept. Students will take courses on topics including developing and testing a business model, negotiation, law, accounting, strategy and leadership. In addition, students have access to a vast number of electives to meet any specific needs.

"The Master of Business Creation is not for people who want to just think about entrepreneurship," D'Ambrosio said. "At the Eccles School, entrepreneurship is a verb. The best way to learn is by doing it. If you have a great idea and are willing to do what it takes to develop it, this is for you."

Details about the new program are at Eccles.Utah.edu/ MBC.

The Eccles sSchool is offering another new entrepreneurship program, called Lassonde+X, a three-course introductory program for all undergraduates to learn about the entrepreneurial mindset.

PrinterLogic first to build on St. George's Tech Ridge

PrinterLogic, a St. George based developer of serverless printing software, has broken ground on new headquarters, becoming the first company to locate to the Southern Utah city's new Tech Ridge development. Located at the abandoned site of St. George's former airport, Tech Ridge is being touted as the city's home to technology industry companies.

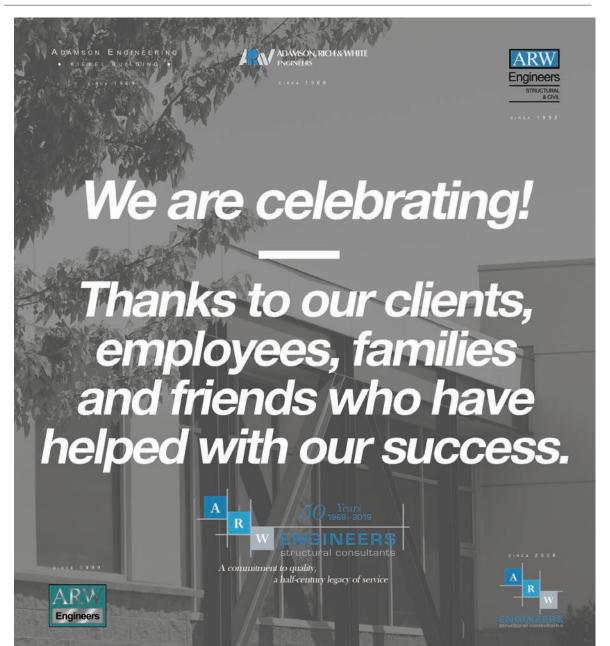
PrinterLogic held a ceremony at the site last week attended by the company's 125 local employees and their families, Utah Lt. Gov. Spencer Cox, St. George Mayor Jon Pike and other community officials. The new facility will be adjacent to the Dixie Technical College facility on Tech

Rapid growth has led to workforce expansion, requiring Printer-Logic to look for a larger space to house its increasing headquarters operations in St. George, according to Ryan Wedig, the company's CEO. PrinterLogic has offices in St. George; Raleigh, North Carolina; London, England; Frankfurt, Germany; and Sydney, Australia.

"Over the years St. George has proven to be rich soil for Printer-Logic as we've grown," said Wedig, "Seven years ago, PrinterLogic was basically two guys with a startup budget and a great story to tell. Today we have almost 200 employees with customers and offices throughout the world.

"Tech Ridge validates what we have been saying for a long time: that you can build and sustain tech companies here. With Tech Ridge coming to fruition it's a perfect opportunity for us to build. We're honored to be part of this project and can't wait to join our friends at Dixie Tech as anchors in the development." Wedig added.

The 150-acre Tech Ridge development was envisioned when the airport was relocated south of St. George in 2011. Since then, economic development officials have worked to prepare the site for a mix of business, residential and retail uses. Dixie Technical College opened its 30-acre campus on the site in March 2018.



Lehi's Young Living Essential Oils has opened its new global headquarters with a ceremony last week. The unveiling of the five-story, 263,000-square-foot building is part of the company's commemoration of its 25-year anniversary. The space has room for nearly 1,000 employees, according to the company. The main hall of the building features a botanical atrium with two skylights and a three-story waterfall. The structure has many eco-friendly features, including roof solar panels, interior glass walls to maximize natural lighting, regionally sourced construction materials, vehicle-charging stations and extensive recycling systems. Additional features include the Skyrider Amphitheater, a research greenhouse and the D. Gary Young Museum scheduled to open this summer.



CBRE Salt Lake City releases Marketview commercial real estate report

The Salt Lake City office of commercial real estate firm CBRE has released it first quarter Marketview report for the office, industrial and retail sectors. Unlike previous reports, the most recent Marketview now includes office sector market activity and analysis in both Salt Lake and Utah counties, while the industrial and retail reports remain for Salt Lake County only.

"It is important that our data is an accurate reflection of current market activity and we believe this updated method of reporting will improve our ability to inform and assist our clients and community partners," said Nadia Letey, CBRE's first vice president. "A total of 86 percent of this quarter's deliveries and 83 percent of the current construction is located in the tech corridor, which encompasses the Sandy, South Towne, Draper and Utah County North submarkets. Activity near the Point of the Mountain represents a large percentage of office demand and is a major factor in our office's decision to aggregate data from the two counties in our regularly published market overviews."

The following is an overview of each of the three sectors. The full reports can be accessed at www.cbre.com/research.

Office

The Salt Lake City-Provo office market had a slow start to the year, absorbing 177,363 square feet on net. While absorption is not expected to keep up with last year's record pace, a strong pipeline of construction and other large tenant commitments should help bolster absorption throughout the rest of the year. For now, it appears that supply and demand are in check as there is currently 2.4 million square feet of office construction underway and despite a decrease in preleased deliveries, vacancy remained low at 10.9 percent market-wide.

Industrial

Aided by a steady stream of new product and heavy industrial users, new industrial leasing once again eclipsed 1 million square feet during the first quarter, totaling 1.2 million square feet for the entire market. During the same period, nearly 425,000 square feet of new product delivered and just over 850,000 square feet of new construction broke ground. When combined with space that is currently in development, the surging construction activity at quarterend totaled 4.6 million square feet. Even with such high numbers of new space steadily coming to market, availability and vacancy decreased year-over-year, ending the quarter at 4.2 percent and 3.2 percent, respectively.

"Utah's diverse economy has been instrumental in attracting a growing presence of national and global companies to the area, which has assisted with the robust growth taking place in recent years. It's important to note, however, that there are a great deal of Utah companies that are extremely active in the market as well," said Matt McAfee, CBRE senior associate. "This combination of high demand and low availability has also contributed to a 9 percent increase in lease rates over last year, though some of this increase can also be attributed to increasing construction costs."

Retail

After hovering near its postrecession high for over a year, re-

tail vacancy in Salt Lake City saw some reprieve during the first quarter, decreasing 40 basis points to 6.8 percent overall. This improvement was facilitated primarily by redevelopment of vacant spaces many of them big-box — along with some limited lease activity. In addition, several other retail vacancies are up for complete redevelopment or conversions, including alternative retail uses.

"Retail continues to undergo a fundamental shift as the way we consume goods and services continues to evolve," said Joseph Farrell, data intelligence manager at CBRE. "Though retail redevelopments and conversions are increasingly common, the development of traditional retail space is still important -

particularly in the fast-growing southwest submarket where the majority of recent and planned retail construction is located."

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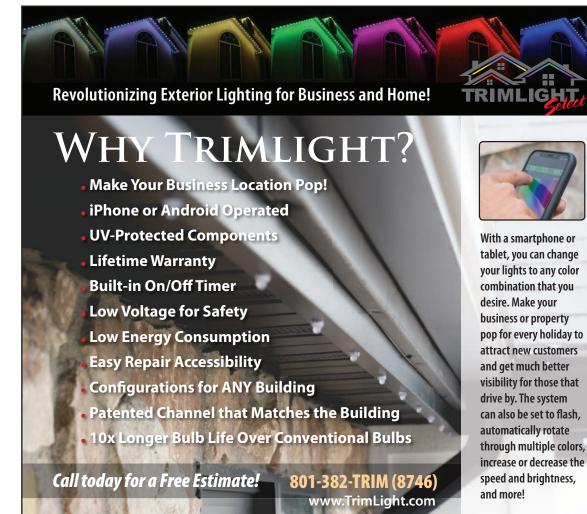
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Lehi's Nuvi buys Banyan

Nuvi, a Lehi-based social media mining company, has acquired Banyan, a patient experience software firm based in Orem. Terms of the deal were not announced.

Banyan's software platform gives healthcare providers the ability to connect with their patients through their HIPAA-compliant social media application, enhancing the patient experience while providing insight into customer satisfaction and improved online reputation.

"Banyan's best-in-class patient communications and reputation management coupled with Nuvi's enterprise social platform will provide the organization the ability to build, manage, monitor success and gain insight while serving thousands of practices across the healthcare industry," a Nuvi release said in announcing the buyout.

"Our common goal is to focus on our customer's success by providing one powerful, unified solution that drives revenue and enhances reputation management while building customers for life," said Michael Mullarkey, CEO of Nuvi. "Leveraging compliant communication tools is vital for the healthcare industry to interact with their patients in real time. Our full suite of enterprise solutions — which includes listening, planning, publishing, engagement and robust analytics — will help healthcare providers grow within their increasingly regulated industry."

Nuvi's suite of applications enable organizations to own and manage their brand experience across social media and beyond to understand, shape and utilize consumer behavior. Nuvi's social listening and sentiment tool that captures conversations in real time across all of the social channels, blogs, RSS feeds and news articles on the company's patented "bubble-stream" system. Nuvi's social media management platform also provides a basis for social media planning, collaboration, publishing and analytics.

"The ability to bring Nuvi's leading suite of products to our healthcare provider clients will tremendously expand the patient experience," said Tim Hansen, chief operating officer of Banyan. "Banyan is excited to be part of the cutting-edge work that Nuvi continues to do in the social and technology space. We're looking forward to extending the combined solution across our client base and into new industries."

CORPORATE FINANCIAL REPORTS

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

Security National Financial

Security National Financial Corp., based in Salt Lake City, reported after-tax earnings from operations of \$1.92 million, or 11 cents per share, for the quarter ended March 31. That compares with \$16.9 million, or 99 cents per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$61.5 million, down from \$82 million in the year-earlier quarter.

SNFC has three business segments: life insurance, cemeteries/mortuaries and mortgages. In the most recent quarter, life insurance accounted for \$1 million in earnings before taxes, cemeteries/mortuaries provided \$1.2 million, and mortgages had a loss of \$838,000.

"Even recognizing the decrease in net income, I must say that I am quite pleased with our company's first-quarter performance," Scott M. Quist, president, said in announcing the results. "For the first quarter last year, excluding the Dry Creek sale, our pre-tax earnings would have been a loss of approximately \$690,000. This year,

with no Dry Creek sale, our pretax earnings improved from that loss to a positive \$2,432,000, for a positive swing in pre-tax earnings of \$3,122,000."

The company's life insurance operations had a 6 percent increase in revenue and a 14 percent increase in profitability. The memorial segment saw a 15 percent revenue increase and a 38 percent improvement in profitability. The mortgage segment saw revenue slip 34 percent.

"While it is true that the mortgage segment still ran a loss of \$838,000 for the quarter, given the marked margin improvement, I am very encouraged that our considerable rationalization efforts are bearing fruit and I am looking forward to a much-improved 2019 for the mortgage segment," Quist said.

CleanSpark

CleanSpark Inc., based in Salt Lake City, reported a net loss of \$7.8 million for the quarter ended March 31. That compares with \$1.1 million for the same quarter a year earlier.

Revenue in the most recent quarter was a company-record \$723,899, up from \$120,265.

CleanSpark is a microgrid company with engineering, software and controls for innovative distributed energy resource (DER) and microgrid deployments.

"Our second quarter of fiscal 2019 continues to set the pace for the entire year," Zachary Bradford, president and chief financial officer, said in announcing the results. "We generated a record-setting quarter, where we saw an exponential increase in year-over-year revenues. As we continue to expand our product offerings and customer base, we are optimistic that we will continue to see increased adoption of our solutions. As a result, we expect our revenues to continue to increase quarter over quarter."

Flexpoint

Flexpoint Sensor Systems, based in Draper, reported a net loss of \$266,822, or zero cents per share, for the first quarter ended March 31. That compares with a loss of \$103,222, or zero cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$64,595, compared with \$79,264 for the year-earlier quarter.

Flexpoint specializes in developing products that feature the company's Bend Sensor and related technology.

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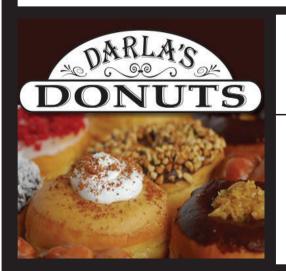
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Industry Briefs

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.

ASSOCIATIONS

• ULI (Urban Land Institute) Utah this year is launching UrbanPlan for Public Officials, a workshop series for local decision-makers who want to learn more about "the fundamental forces that shape and affect the built environment and the important leadership roles that elected and appointed officials play in the real estate development process." ULI said the workshop will serve as an interactive dialogue about the challenging issues, varying private- and public-sector roles, complex tradeoffs and economics that are at play in land use in communities across the country. It is seeking planners, developers, real estate brokers and other industry experts to serve as volunteers to support the initiative. They can attend a meeting June 10, 11:30 a.m.-noon, at the Wasatch Front Regional Front, at 41 N. Rio Grande St., No. 103, at The Gateway in Salt Lake City. Volunteer training will be Aug. 6. Details are at https://www.youtube. com/watch?v=Qa4RSdHeYUs or by contacting rachel.mcillece@ uli.org.

CONTESTS

• Nav, a Salt Lake City-based site and app company focusing on financing options and access to business credit scores for small-business owners, has opened another round of its Small Business Grant. It will award \$10,000 to a U.S. small-business owner who needs capital to grow their business, plus \$2,000 for runner-up and \$1,000 for second runner-up. The application deadline is Aug. 15. The contest is open to U.S.-based small businesses that have fewer than 99 employees and have been operating for six months or more. Details are at Nav.com/business-grant-contest. Since launching the grant in early 2018, Nav has awarded nearly \$50,000 to businesses across the

DIVIDENDS

• The board of directors of Extra Space Storage Inc., Salt Lake City, has declared a quarterly dividend of 90 cents per share on the company's common stock for the 2019 second quarter. The dividend is payable June 28 to stockholders of record June 14. Extra Space Storage is a real estate investment trust that owns and/or operates 1,696 self-storage properties. It is the second-largest owner and/or operator of self-storage properties in the United States and is the largest self-storage management company in the nation.

EDUCATION/TRAINING

University graduates in management information systems are headed to Carnegie Mellon University, ranked as the nation's No. 1 graduate program for information security and information management: nine to a master's program and six to a summer internship. Randy Boyle, Weber State MIS associate professor and cybersecurity expert, has spearheaded a partnership where his MIS students compete for the limited spots in CMU's Heinz College Master of Science in Information Security Policy & Management (MSISPM) and the Master of Information Systems Management (MISM) programs. The six WSU students participating in the summer internship will get a look at the rigors of graduate school through CMU's cybersecurity summer fellowship called the IT Lab: Summer Security Intensive. During the seven-week fellowship, students study with leading experts in the field and work with real-world clients on applied projects. They are also enrolled in three intensive cybersecurity courses. CMU covers all fellowship costs including airfare, food, housing, tuition and a stipend. Students who finish the program and are admitted to a master's program in CMU's Heinz College automatically qualify for a scholarship covering at least half of tuition, a \$55,000 value.



HEALTHCARE

• Frelii, a Lehi-based biotech company, has added two chief officers and an executive vice president. Board director Leslie M. Norris has been named chief operations officer. She will handle a dual role as head of marketing and brand and will serve as lead negotiator on new business and strategic partnership deals. Norris has decades of experience as a business growth strategist and in operations build-out, team development, channel programs, SOPs and compliance. Sandeep Uppal has been named chief administrative officer. He will be responsible for providing input on funding, finance, securities management, budgeting, strategic relationships and regulatory reporting. He has decades of experience as CFO for various insurance companies as well as experience in strategic financial planning, mergers and acquisitions, contract negotiations, and support of public registration companies. Yvan Aubin will serve as executive vice president of finance. He will oversee financial-related matters including the direction of financing strategies, analysis, forecasting, as well as supporting budget management and regulatory reporting. He has more than 20 years of senior finance experience in the oil and

gas and insurance industries and has experience in mergers and acquisitions, lending activities, risk management and treasury.

<u>LAW</u>

• Parsons Behle & Latimer, Salt Lake City, has added five attorneys in its Salt Lake City office: Thomas R. Barton, Thomas T. Billings, Alex B. Leeman, John A. Snow and Mark A. Wagner. They previously were with Prince



Thomas Barton

Yeates Geldzahler. Barton focuses his practice in the areas of commercial law, including matters related to employment, corporate dis-



Thomas Billings



Alex Leeman







Mark Wagner

putes, tax, natural resources and real estate, contracts and professional liability cases. Billings specializes in banking and financial institutions, corporate reorganizations, real estate development and commercial transactions, government and legislative matters and commercial litigation. He earned his law degree from the S.J. Quinney College of Law at the University of Utah. Leeman's practice is focused in general business litigation, employment, real estate development, healthcare and professional defense, civil liti-

gation, and banking and finance. His education includes a B.A. in public relations from Brigham Young University. Snow's focus areas are in general civil litigation, including commercial, professional malpractice, construction and insurance coverage and defense. His education includes a B.A. from Brigham Young University. Wagner has extensive experience in all aspects of employment law; homeowners association law; and healthcare law, including the defense of medical providers and institutions. He earned a B.S. from the University of Utah and his law degree from the UofU's S.J. Quinney College of Law. Parsons Behle & Latimer also announced that Kim Le has joined the firm as a legal secretary. During the past year, the firm has expanded its Boise, Idaho, office with five new attorneys; opened a new office in Lehi; moved its Idaho Falls office into a newly revitalized downtown urban development project to accommodate expansion of its practice; and is expanding its Salt Lake City office.

MILESTONES

• Ancestry, a Lehi-based family history and consumer genomics company, has announced that its consumer DNA network has reached over 15 million completed samples, allowing the company to provide customers with more DNA matches, further detailed ethnicity insights, and ultimately help more people around the globe discover their unique family story.

• HireVue, a Salt Lake Citybased driven talent assessment suite and video interviewing solutions company, announced that it has hosted more than 8 million interviews, a 60 percent increase in the past year. Its more than 700 customers interview nearly a million people every 90 days in over 180 countries and in 32 languages. Over 40 percent of interviews are

see BRIEFS next page





Industry Briefs

from previous page

conducted on mobile devices and over 60 percent occur outside of business hours.

PHILANTHROPY

• Seventeen local Bank of Utah branches and mortgage offices from Tremonton to St. George collected more than two tons of food for the bank's annual "Kick Childhood Hunger" statewide food drive in May. Bank employees, customers and friends dropped off non-perishable foods and the bank is delivering those donations to 11 local food pantries that help put food in children's backpacks to ward off hunger at school and at home on the weekends: Cache Community Pantry, Logan; Tremonton Community Pantry, Tremonton; **Box Elder Community Pantry**, Brigham City; Joyce Hansen Hall Food Bank, Ogden; Ogden-Weber Community Action Partnership (OWCAP), Ogden; Bountiful Food Pantry, Bountiful; Crossroads Urban Center, Salt Lake City; Peace House, Heber City; Community

Action Services and Food Bank, Provo; Carbon Caring for Kids, Price; and Switchpoint, St. George. Students from Summit Elementary School in Logan and Lakeview Elementary School in Brigham City collected food at the schools as part of the Kick Childhood Hunger effort.

RECOGNITIONS

• Lara Fritts, director of Salt Lake City's Department of Economic Development, has been named to the 2019 list of "North America's Top 50 Economic Developers," selected by consulting agency Consultant Connect. The economic development professionals selected for this list



Lara Fritts

were nominated by their colleagues in both the economic development industry and the site consultant community for excellent

practices, innovation and success in building the communities they serve. Recipients will receive their award at Consultant Connect's ECONOMIX event in Charleston, South Carolina, in December. The department was formed in 2016. The city says that under Fritts' leadership, it has been instrumental in bringing over 9,000 jobs and nearly \$1 billion in capital investment to Salt Lake City.

• Steward Health Care recognized six emergency medical services providers at its firstever "EMS Stewards of the Community" award ceremony in Sandy. Honored in celebration of National Emergency Medical Service (EMS) week were **Steven** Simpson, deputy, Davis County Sheriff's Office; Jed Done, firefighter AEMT, Clinton City Fire; Chase Kanzee, firefighter paramedic, South Jordan City Fire; Nick Dodge, battalion chief and paramedic, West Valley City Fire; Mike Stevens, firefighter paramedic, Saratoga Springs Fire; and Jared Schreiner, firefighter paramedic, Salt Lake City Fire. They were recognized for going "above and beyond" in their interactions with patients at Davis Hospital and Medical Center, Jordan Valley Medical Center, Jordan Valley Medical Center West Valley Campus, Mountain Point Medical Center and Salt Lake Regional Medical Center. A committee of physicians and EMS directors selected recipients among current providers in communities served by Steward.

• Impartner, a Salt Lake City-based partner relationship management solutions company, has been named a 2019 Red Herring Top 100 North America winner. The awards recognize the continent's most exciting and innovative private technology companies and are chosen from thousands of entrants. Companies were judged by industry experts, insiders and journalists on a wide variety of criteria, including financial performance, innovation, business strategy and market penetration.

RESTAURANTS

• Cocktail lounge **Seabird Bar** has opened at 7 S. 400 W. at The Gateway in Salt Lake City. The concept, first opened

in Draper, combines classic and seasonal cocktails with craft beer, artisan cheeses, charcuterie and bar snacks, with classic turntables playing a curated list of music. Seabird Bar was founded by **Jameel Gaskins**, formerly of Ace Hotels and Pago Restaurant Group; **Josh Rosenthal** of La Barba and Creek Tea; and **Asher Seevinck**, formerly of Everyman.



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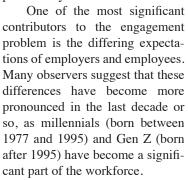
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Six principles for retaining talent in a millennial and Generation Z world

Lack of employee engagement continues to be one of the most vexing problems facing businesses today. Studies show that, on average, only three out of 10

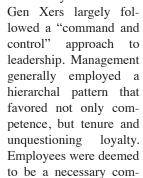
employees are fully engaged, five semi-engaged and two totally disengaged. Regardless of where your company is relative to these averages, anything less than everyone at full engagement has a huge impact on productivity and profitability.



Most of us who are baby boomers (born between 1946 and 1964) and Gen X (between 1965 and 1976) grew up with the expectation that we would get education and experience that would ultimately provide us with a career and job security. We sought the right job with the right company with an eye to long-term commitment and loyalty *to* that company in return for a long-term commitment and loyalty *from* that company

ny. This was an idyllic vision that sometimes (even often) failed to materialize, but it was the prevailing model for most.

Businesses led by boomers and



ponent for business success in the same regard as facilities, equipment and machinery — often referred to as "human capital." Owners, CEOs and other highly placed leaders were implicitly granted higher status and were generally deemed to have more of the answers and brilliance required to bring about business success than those employees who were newer or didn't occupy seemingly important jobs.

While some boomer and Gen X leaders resisted these notions, we were all influenced by them to a greater or lesser degree — and business management today still has some strong artifacts as a function of the expectations of our generations.

Contrast those with the expectations of millennials and Gen Zers. As they enter the workforce,

instead of job security, they seek flexible employment. Most do not view their careers as one-stop shopping.

These younger generations value multiple and varied experiences that will enhance their value not only as employees, but also in the broader context of their lives. As a result, their commitment to a given job or company is often short term. This may be extended, however, if they feel their work is meaningful and appreciated.

While they generally respect authority, they often bring new perspectives to their work. They want to be heard, acknowledged and recognized. Because long-term loyalty is not a deep value, if they don't feel that they are important to their organization, they tend to be quite mobile; they vote with their feet.

These generational differences pose a critical question for today's business leaders: What should be the prevailing mindset to attract and retain millennials and Gen Zers?

The general answer is that we must move from "command and control" to "coach and empower." Six key principles should be top-of-mind in making this shift:

1. Understand that your most important customer is your employee. If you desire to create happy customers who buy from you over and over again, start by

making sure that your employees are happy and want to come to work.

- 2. Lose the notion of "human capital." As noted HR expert Marilyn Schenk has said, "People are not property. The term, 'human capital' is inherently dehumanizing."
- 3. Focus your attention more on outcomes than actions. While we recognize that certain actions drive outcomes, Millennials and Gen Zers are generally less driven by standard practices. Desired outcomes may not be negotiable, but more latitude should be given as to how to achieve those outcomes. This is where empowerment and innovation can come alive.
- **4. Question before answering.** Rather than providing younger employees with your answers

and expertise, encourage their own powers of observation and discovery by asking questions that will help them learn and grow. This isn't always possible, but it can create a more engaging environment that is appealing to millennials and Gen Zers.

- **5.** Encourage them to question you and how you do things. Allow this to lead to innovative ideas and experimentation.
- **6. Become mistake-tolerant.** Errors of commission (those made in an effort to innovate or improve) should be encouraged, while errors of omission (failing to do one's job) should not.

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



ENNICO

Succeeding in Your Business

Think carefully before linking something to your website

"I want to put a hyperlink on my website to an article somebody else wrote on another website so that readers could read the article and then respond, whether negatively or positively, on my

website what they thought of the article. Is this legal?"

The short and easy answer is it's probably legal. The tougher question is: Should you do it?

A link or hyperlink is a connection between two sites. If you have ever read a text online and noticed that certain words were highlighted

in a different color and could be clicked on, those words are likely a hyperlink. If you click, you will be transferred to another website where those words are explained, expanded on or whatever.

There are two possible objectives in doing this:

1. You disapprove of the article content and want to generate negative reactions to that article on your website so as to support your own position (this is commonly known as a "hate site").

2. You want to create a site where people can comment on the

article, either positively or negatively (this is commonly known as a review site).

First, the good news: American law encourages free speech, on the Internet and elsewhere.

While it is generally good practice to ask someone for permission before linking to his or her website, it frequently isn't done and is not required when your purpose is to comment on the other

site's content. Even if your opinion is a little, shall we say, loopy, you have the absolute right to express it online. Just like other people have the right to tell you what an idiot they think you are.

But what if someone views the content, reacts negatively and posts a long-winded rant on your website that calls his or her sanity into question? Are you legally responsible for that?

Section 230 of the federal Communications Decency Act gives online "publishers" absolute immunity for things that are said by third persons (people unrelated to them) on their websites. So, if someone posts something on your website that is bad about the article or its author, isn't true and is designed to damage the author's reputation (what lawyers call libel or defamation), you are in the clear unless you "actively contribute" to the defamation (for example, by adding a blog post of your own with more inaccurate and damaging information).

Now for the bad news: Just because what you are planning to do is legal doesn't mean you should do it.

If you are planning a hate site, you can expect to hear from the article's author (or his lawyers) fairly soon asking you to cease and desist posting derogatory comments. While you have the legal right to ignore that request (or post it on your website as a sign your bloggers' contributions are having some impact), that right won't prevent the author or the other website from suing you and forcing you to assert your First Amendment or Section 230 defense.

You would almost certainly win the lawsuit, and there's a chance a sympathetic judge would make the other website reimburse your legal expenses if he or she feels the lawsuit was frivolous or without merit. There is no assurance, however, that a judge will do that, and the casebooks are filled with silly lawsuits brought solely for the purpose of shutting down a website that cannot afford the time and money to mount a legal defense, even if justified (the technical term for these lawsuits is "strategic lawsuits against public participation," or SLAPPs).

So think carefully before you set up this link on your website. At the least, you should set up a screening feature so you can look at postings before they appear on your site and either edit or delete ones you think are going to get you into trouble.

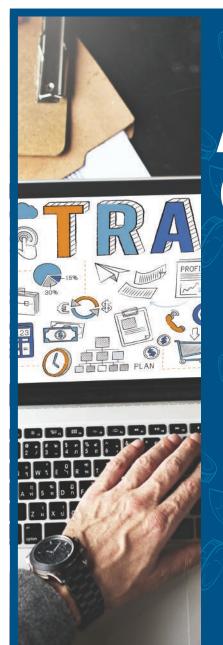
I really question the value of review sites in any event, especially after hearing a horror story from a friend of mine. This friend is the author of several popular how-to books on a particular subject. When his latest book appeared on Amazon, he immediately received three negative reviews (one star out of a possible five), which lowered the book's status on the Amazon search engine. When my friend investigated, he discovered that two of the three reviews were from email accounts originating at the publisher of a competing book.

My friend called his publisher, which launched an immediate counterattack: having 20 of its junior staffers post five-star reviews of my friend's book from their personal email accounts in order to offset the three negatives. The other book's fans counter-counterattacked with more negative reviews, and so forth.

The last time I looked, my friend's book has a four-star rating with reviews from over 80 unique Amazon users. Not a single one, I suspect, has actually read the book.

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

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PAY ATTENTION OR PAY CASH

Instead of spending cash, why not use excess inventory or time to barter for products or services



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 pub-

June 4, 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.

June 4, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a South Jordan Chamber of Commerce event. Location is Gecko's Mexican Grill, 781 W. 10600 S., South Jordan. Cost is \$15 for members, \$20 for nonmembers (costs rise by \$5 the day of the event). Details are at southjordanchamber.org.

<u>June 5, 8-10 a.m.</u>

Summit Speaker Series: "Selling Outdoor Products on Social — A Conversation with Industry Practitioners," a Utah Office of Outdoor Recreation event focusing on how businesses can get great results from using social media to market their brand and products. Location is Governor's Office of Economic Development, 60 E. South Temple, third floor, Salt Lake City. Free. Registration can be completed at Eventbrite.

<u>June 5, 11:30 a.m.-1 p.m.</u>

"Technical Debt: The Invis**ible Thief,"** a Silicon Slopes event. Location is Boral NA, 10701 S. River Front Parkway, No. 300, South Jordan. Free. Details are at siliconslopes.com.

<u>June 5, 3:30-5 p.m.</u>

Business Connections, a ChamberWest event featuring relationship-building, business connections, opportunities to present your business and two 10-minute presentations. Free for members, \$5 for nonmembers. Details are at (801) 977-8755 or chamber@ chamberwest.com.

June 5, 6-8 p.m.

"Starting Your Business 101," a Salt Lake Small Business Development Center (SBDC) event. Location is Salt Lake Community College's Miller Campus, Miller Corporation Partnership Center, Room 110, 9690 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

<u>June 6, 7:30 a.m.-2 p.m.</u> 2019 Business Summit & **Expo**, a South Jordan Chamber of Commerce event. Theme is "Step It Up." Speakers include Jason Hewlett, inspirational humorist; economist James Wood, Ivory Boyer Fellow at the Kem C. Gardner Policy Institute; Dawn Ramsey, mayor of South Jordan; and Brady Davies of Colliers International providing a commercial real estate market overview. Breakout sessions include "Can I Fire You?", "Branding Through Story," "Marketing Through Geotracking," "Social Media Success," and a South Jordan City general plan and Q&A. Location is Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Cost is \$50, \$55 at the door. A portion of proceeds will go toward the Jordan Education Foundation's Principal's Pantry to provide food for students in need. Details are at www.southjordanchamber.org.

June 6, 7:30-9 a.m.

Chamber Speaker Series, an Ogden-Weber Chamber of Commerce event. Speaker David Gray, human resource manager at Lagoon, will discuss "Creating a Unique Business Vision." Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and firsttime guests. Details are at ogdenweberchamber.com.

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

"Lunch & Learn," a Murray Area Chamber of Commerce event. Speaker is from Life Vessel of Utah. 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.

<u>June 7, 7:30-8:30 a.m.</u>

"Eggs & Issues," a Murray Area Chamber of Commerce event featuring networking. 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.

June 7, 8-10 a.m.

Friday Forum, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

June 7, 8-10 a.m.

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

June 7, 8:30-11:30 a.m.

"Grow Your Business: Phase

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

June 7, 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.

June 8, 8 a.m.-5 p.m.

Utah Podcast Summit. Keynote speaker is Dave Jackson, founder of the School of Podcasting. Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Cost is \$110 (\$155 at the door), \$30 for students and faculty. Details are at www.utahpodcastsummit.com.

June 8, 10 a.m.-1 p.m.

"Simple Steps for Growing Your Business," a SCORE event. Location is Salt Lake Main Library, 210 E. 400 S., Conference Room C, Salt Lake City. Free. Details are at https://utahsbdc.org/ trainings.

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

Breakfast Meeting, an Association for Corporate Growth (ACG) Utah event. Speaker is Chris Anderson, chief operating officer at HUB Promotion Group. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at https://www.acg.org/ utah/events/.

June 11, 7:45-9 a.m.

Breakfast Meeting, ACG (Association for Corporate Growth) Utah event. Speaker is Chris Bowler, co-founder and CEO of Creminelli Fine Meats. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at https://www.acg. org/utah/events/june-11-breakfastmeeting-chris-bowler.

June 11, 8:30 a.m.-4 p.m.

"Vibe Summit: Conscious Leadership and Culture," presented by Illuminate, Tiffany Peterson, Mary Crafts and Silicon Slopes. Location is The Barn at Thanksgiving Point, 2002 N. Thanksgiving Way, Lehi. Cost is \$199. Details are at thevibesummit.com.

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

"How to Become a Leader People Will Follow," a West Jordan Chamber of Commerce event. Location is Mountain America Credit Union, 3065 W.

I," a Small Business Development 5400 S., Taylorsville. Free for S. Washington Blvd., Ogden. Free chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

June 12, 7:30-9:30 a.m.

"International Dispute Resolution: Protecting Your Interests at Home and Abroad," presented by World Trade Center Utah and Parsons Behle & Latimer and focusing on international arbitration. Presenters are Barbara Bagnasacco and Kevin W. Johnson, attorneys at Parsons Behle & Latimer; and Harry P. Trueheart III, attorney at Nixon Peabody. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

June 12, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event. Location is Urban Arts Gallery, 116 S. Rio Grande St. (The Gateway), Salt Lake City. Free. Details are at murraychamber.org.

June 12, 19, 8:30-11:30 a.m.

Sales Academy, a Sandy Area Chamber of Commerce Business Institute event designed to help you clearly identify the problem your business solves, who has the problem, where to find them, how to emotively speak to them, and ultimately how to provide a value so compelling that your prospects become clients who develop a connection to your brand. Location is Salt Lake Community College's Miller Campus, MFEC 223, Sandy. Cost is \$25 for members, \$50 for nonmembers. Registration can be completed at Eventbrite.

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

LinkedIn Luncheon, a Utah Valley Chamber event. Activities include networking, followed by Kate Bowcut, Utah Valley Chamber business development executive, providing tips on how to improve a LinkedIn profile. Location is Outback Steakhouse, 372 E. University Parkway, Orem. Details are at thechamber.org.

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

"Let's Do Lunch," a Sandy Area Chamber of Commerce networking event. Location is The Hub Food Truck Park, 982 S. Jordan Parkway, South Jordan. Registration can be completed at Eventbrite.com.

June 12, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Ogden Golf & Country Club, 4197 for chamber members and firsttime guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

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

June WIB Luncheon, a Davis Chamber of Commerce event. Location is 450 S. Simmons Way, Kaysville. Cost is \$20. Details are at davischamberofcommerce.com.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is from Elevation Chiropractic. 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.

June 13, 4:30-6:30 p.m.

Sixth Annual Chamber Bowl, a Murray Area Chamber of Commerce event. Location is Bonwood Bowl, 2500 S. Main St., South Salt Lake. Cost is \$7 (includes three games and shoe rental). Details are at murraychamber.org.

June 13, 6:30-8:30 p.m.

"Books for Every Small-Business Owner," a SCORE event. Location is Sandy City Library, 10100 S. Petunia Way, Sandy. Free. Details are at https:// utahsbdc.org/trainings.

June 14

Sandy Area Chamber Golf Classic. Registration begins at 7:30 a.m., followed by the tournament at 8:30 a.m. Luncheon awards ceremony follows the end of play. Location is River Oaks Golf Course, 35 E. 9270 S., Sandy. Cost is \$1,500 for a foursome. Sponsorships are available. Details are at sandychamber.com.

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

"Eggs & Issues," a Murray Area Chamber of Commerce event. Speaker to be announced. 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.

June 14, 7:45-9 a.m.

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

June 14, 8 a.m.-4 p.m.

Product PowerUp, an event

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CALENDAR

from page 9

bringing together industry experts on key issues and topics for tangible product companies. Event will feature workshops and speakers discussing manufacturing, supply chain, retail, marketing and more, plus networking opportunities. Location is Cache County Event Center, 490 S. 500 W., Logan. Registration can be completed at Eventbrite.com.

June 14, noon- 1 p.m.

Silicon Slopes Live, a live recording of a Silicon Slopes podcast featuring Brandon Rodman, CEO of Weave. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

June 15, 10 a.m.-noon

"Strategies to Increase Your Sales," a SCORE event. Location is Corinne & Jack Sweet Branch Library, 455 F. St. E, Salt Lake City. Free. Details are at https:// utahsbdc.org/trainings.

June 17, 6:30 a.m.-2 p.m.

Annual Golf Tournament, a Davis Chamber of Commerce event. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Sponsorships are available. Details are at davischamberofcommerce.com.

June 17, 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 Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Details are at westjordanchamber.com.

June 18, 7:30 a.m.-1 p.m.

ACC 13th Annual Chief Legal Officer Roundtable, an Association of Corporate Counsel Mountain West Chapter event presented by Parsons Behle & Latimer. Location is Parsons Behle & Latimer, 201 S. Main St., Suite 1800, Salt Lake City. Free for members, \$100 for nonmembers. Registration can be completed at Eventbrite.com.

<u>June 18, 10-11:30 a.m.</u>

"Investing in Human Capital," a West Jordan Chamber of Commerce event. Theme is "The Transformation Challenge: The Six Steps to Planning and Execution." Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

June 18, 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.

June 19, 6-9 p.m.

"Search, Social and Attribution," a Utah DMC (Digital Marketing Collective) event. Presenters are Simon Poulton, vice president of digital intelligence at Wpromote, discussing "Democratizing Attribution: Understanding the Incremental Impact of Your Digital Marketing"; and Mark Irvine discussing "Search and Social: Three Tricks to Make Your Advertising Work Better Together." Location is Adobe, 3900 Adobe Way, Lehi. Free for members, \$20 for nonmembers. Registration can be completed at Eventbrite.com.

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

"The Successful Supervisor: Critical Skills for Effectiveness," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$225. Details are at employerscouncil.org.

June 19, 9 a.m.-3 p.m.

"Boots to Business," a U.S. Small Business Administration event that is a two-step training program that provides participants an overview of business ownership as a career vocation, an outline and knowledge on the components of a business plan, a practical exercise in opportunity recognition, and an introduction to available public- and privatesector resources. Location is 5837 D Ave., Building 150, Airmen & Family Readiness Center, Hill Air Force Base. Free. Registration is required. Details are at https:// www.sba.gov/tools/events.

June 19, 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.

Business Tech

Technology – Fueling a sports evolution

you, like almost every other child, at one point in your life had a scooter, skateboard or bicycle. Am I right? Well, the scooters, bicycles

and skateboards of today have come a long way, thanks to technological advancements. E-sporting equipment has taken technology and used it for some unexpected applications. The days of having to push and actually exercise are behind

You may have seen them silently flying up a hill without a single push, seemingly defying gravity. What are these magical skateboards? Well, they aren't magic. They are electric skateboards all made possible because of the advancement of motors and, more importantly, batteries that keep getting better and better.

If ridden conservatively, these boards can stretch to a total ride time of to up to three hours. This is impressive when you consider how small the battery has to be to fit under the board. Also impressive is the top speed. Electronic skateboards can boast top speeds of 25 mph.

Skateboards have come a long way from being a plank of wood with wheels, and that is thanks to technology. Not surprisingly, the prices reflect this technological upgrade. Lower-end models that do not have great battery life, top speed or hardware can be found as cheap as \$280, while high-end models are upwards of \$1,200.

Now, if mountains are more of your thing than paved roadways, electric mountain bikes are the way to go. Mountain biking is already an awesome sport that presents you with breathtaking views. So, a bike that allows you to explore more difficult terrain and ride longer distances is a winwin situation.

E-bikes even allow you to skip the chairlift or trail van. You can make it up that hill once deemed "too steep" and then enjoy the downhill part of the ride just as much as before. But don't

It is probably safe to say that be fooled — just because you've got that added bonus of an electric motor does not make the riding experience any easier. Because you have the ability to climb more and

> go further, in return, you have to navigate the difficult downhill terrain. You can easily get more of a workout on an e-bike if you put in the effort.

If you are already an avid mountain biker, then you are aware of the sport's

high cost and likely won't want to downgrade setups just to have an e-bike. This means you'll be dropping some serious cash when making the switch to electric. When comparing eight of the best electric mountain bikes, there is not a single bike that is priced under \$4,000. Curious what a top-tier mountain bike will run you? The Specialized men's S-Works Turbo Levo will set you back a cool \$12,050.

While electric skateboards and electric mountain bikes are all about the fun, electric scooters are all about the money. These moneymakers are like motorized scooters of the past but easily 20 pounds lighter and available to everyone. By now, you've probably seen these silent rides darting through traffic and around pedestrians. The users' driving has led some people to hate them and some people to love them, but we all have to admit they're a genius

Companies like Lime and Bird scooters are having a huge impact on every city they are in. Their goal is to reduce the 220 billion yearly car trips. And considering 40 percent of those are less than 3 miles long, scooters could be the best way of reducing those numbers and, in return, reducing pollution.

Using one of these scooters is very simple. All you need is to download the specific scooter company's app, connect your payment method and search the map for the closest available scooter. Once you find one of these scooters, you tap or scan the scooter's barcode, which pays the \$1 unlocking fee, and then you ride off as you please, only paying 25 cents to 35 cents per mile. If that fee seems high, you could always buy a Bird scooter for \$1,299, but for that same price you would get a lot of miles on a rented Bird -4,326.5 miles to be exact.

Renting a scooter will not only get you to your destination cheaply, you will get there quickly because of their top speed of 15 mph. Oh, and you can take the bike lane or sidewalk (depending on city law) and avoid being stuck in traffic like cars are. Are you starting to wish you thought of this and owned your own scooter company? Well, stop wishing. Start one.

Bird offers the opportunity for individuals to own and operate their own fleet of electric scooters. You will get the scooters — sold to you at cost — the operational software and account software. Both the scooters and app will be custom-branded for your advertising. In return, every ride your scooters give will be charged with a service

Bird is capitalizing on advances in both hardware and software technology. The live GPS, anti-theft technology and government technology (which help fleet owners comply with each location's government policies) would all combine for an impressive app on their own. Combine this wellbuilt app with fun-to-ride scooters and it is a clear home run.

It is always interesting to see what technology will change next and seeing so many simple devices drastically change is an exciting thing. These changes not only show that technology has no bounds, they show the lifechanging impact technology can have. When technology is added to something as simple as a child's scooter, it can - and has - become a company valued at over \$1 billion. That is the power of tech-

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

Details are at slchamber.com.

June 19, 3:30-5 p.m.

Business Connections, a ChamberWest event featuring relationship-building, business connections, opportunities to present your business and two 10-minute presentations. Free for members, \$5 for nonmembers. Details are at (801) 977-8755 or chamber@chamberwest.com.

June 20, 7:45 a.m.-5 p.m.

Fourth Annual Disaster and Emergency Preparedness Symposium, designed to provide a forum for the exchange of information and ideas related to all aspects of disaster and emergency preparedness, management and response and is for all members of the private and public sectors. Location is Ecker Hill Middle School, 2465 Kilby Road, Park City. Cost is \$59 before June 13, \$79 thereafter. Details are at https://ce.rmcoeh.utah. edu/wconnect/ace/CourseStatus. awp?&course=19DEPS062019.

see CALENDAR page 14

Making an Investment in Utah's Future



Achievement would like to thank Fidelity Investments for sponsoring our 33rd Annual Governor's Breakfast hosted by Charles Dahlquist, shareholder Kirton McConkie.

Thank you!

With support from our sponsors and volunteers, this year we provided more than 95,000 Utah students with real world lessons in financial literacy and career exploration.

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de RUGY

ZAKARIA

Opinion

Trump's immigration plan makes modest gains but could use some work

Last month, the Trump administration released the outline of an immigration plan meant to reshape how and which people are allowed into the United States. The

plan would prioritize merit-based immigration and high-skilled labor over those who already have family here. Far from comprehensive or sufficient, it's a modest improvement over the administration's previous restrictive pushes.

The plan's centerpiece is a shift toward a "merit" system very similar to those in place in Australia and Canada. The reform

would boost skill-based immigration from 12 percent to 57 percent, while decreasing family-based and lottery-based immigration by 50 percent. This is great news for employers in the market for high-skilled workers. Indeed, the cap for H-1B visas (for temporary, skilled workers) and employment-based green cards has not increased for many years, while the U.S. workforce has grown by 38 million since these programs' inception.

During his testimony recently before the House Committee on Small Business, my colleague Daniel Griswold advised members of Congress that in order to better serve our booming economy — especially the tech and healthcare industries but also future American businesses (large and small) — increasing the number of highskilled workers is key. He suggests tripling

of the number of H-1B visas to 195,000 and doubling the 1990 cap of 140,000 of employment-based green cards.

Griswold rightfully recommends that "spouses and minor children of the primary green card worker should be exempt from the cap" to preserve family units without taking away from our ability to attract more workers. Finally, he also sug-

gests repealing the per-country quotas on green cards, which counterproductively discriminate against immigrants based on their country of origin.

The best feature of the Trump administration's plan, however, is that it would maintain current immigration levels. While this may sound like a bad approach since we actually need more immigrants, it's better than the administration's previous proposals to cut legal immigration in half.

It is baffling that anyone would seriously call for cutting overall levels of immigration. As the great professor and economist Julian Simon used to assert, people are the ultimate resource and with more people

come more brains and the promise of greater things to come.

It's even more stunning to call for lower levels of immigration during an economic boom with the lowest unemployment rate in half a century. In fact, a recurring complaint from the business community is the difficulty of finding enough employees. This is true from high-skilled jobs in manufacturing to low-skilled ones in retail and the restaurant industries.

At the very least, for now, it appears that the president's son-in-law, Jared Kushner, is the person behind the plan and has managed to squash this destructive idea. That said, this plan falls short in many ways. Here are a few:

First, it fails to enhance the legal immigration of low-skilled workers in spite of the many studies that show the benefits of importing labor. This is the result of the president's misguided belief that — contrary to academic evidence — those foreigners who come to the United States to work as housecleaners, gardeners, construction workers, kitchen helpers and nannies aren't good for Americans and America. Yet, in a country where wages are growing, access to low-skilled workers would help even more workers come back into the labor market.

Furthermore, as The Wall Street Journal

recently editorialized, "Merit systems don't measure entrepreneurship and would keep out many less-skilled workers who start small businesses like the neighborhood dry cleaner." Added to the plan's failure to streamline the guest-worker visas, this amounts to a serious opportunity cost for the country.

The administration's proposal also fails to resolve the issue with the "Dreamers," who are condemned to stay in limbo. And it does nothing to give the current illegal population — two-thirds of whom have already been here for a decade or more — a more stable and legal status.

With the Democrats unwilling to give any proposals coming from the administration a chance on the House's floor, including this one, this proposal is better understood as a political document than a serious legislative proposal. As such proposal goes, it fails to be aspirational and implement a comprehensive and needed immigration plan. Yet, it should be commended for putting an end to the nonsense about scaling back legal immigration.

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

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Trump is right to challenge China on trade, but isn't there a better way?

Many of us have been waiting for a new Sputnik moment, the point at which the challenge from China spurs America to get its act together. We may now be witnessing such a watershed, but in Beijing. The Trump administration's decision to black-

list Huawei — the world's seventh-largest technology company — might well be China's Sputnik moment, with seismic consequences.

The administration has provided some temporary exemptions to the blacklist, but it seems that Huawei will lose key hardware (ARM's chip design) and software (from Google) that it

relies on for its cellphones and associated technology. This move can only be interpreted as an attempt by the Trump administration to kill the company, already the world's second-largest maker of smartphones.

The Chinese will see this as a turning point. If Washington can cut China off from American technology at will, China will be determined to build its own technological infrastructure, top to bottom. Huawei, anticipating this moment, has been developing its own operating system, which doesn't rely on American companies, and says it could be in place by year's end. (Losing ARM is actually a much more crippling loss for the Chinese company, making it extremely difficult for Huawei to produce its own chips.) Watching China's technological prowess these days, it is easy to imagine the country rising to this challenge.

We might be moving toward a bipo-

lar world in digital technology with two walled-off ecosystems: American and Chinese. This division would erode the open world economy, the deep levels of interdependence and the cross-border investments and supply chains that characterize

the global economy today. Before traveling down this road, the U.S. should ensure that it has the smartest strategy in place to deal with the real challenge from China.

First, the Trump administration should make clear the broad principles it is defending in punishing Huawei. It has so far been reluctant to outline the evidence, perhaps because it is classified. It

must help the world understand that it is not simply blocking a successful foreign competitor but acting to preserve the security of networks and the privacy of individuals. The British government has concluded that it can use Huawei's technology as long as certain safeguards are put in place. We need to understand why London is wrong and Washington right.

Second, the United States should have built an international coalition to confront Beijing. From the start, I have supported the Trump administration's tough stance on China. But I am still bewildered as to why they are going solo, rather than forging a broad alliance. Pulling out of the Trans-Pacific Partnership remains a foolish "own goal," only hurting America and helping China. A senior European leader told me that Trump has dismissed European offers to act together on trade.

Third, we should think through what

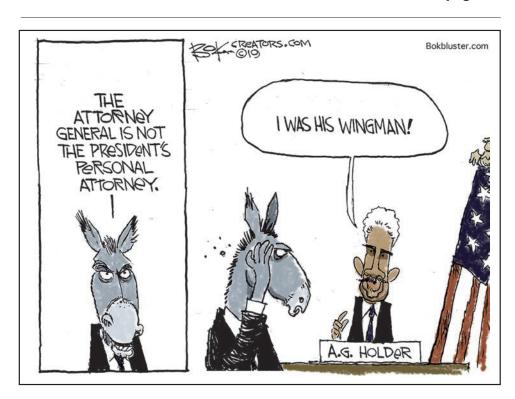
this bipolar world will look like. China's technology will be cheaper because of its lower labor costs, looser regulations and government assistance. Huawei is already dominant in the developing world. Many of those countries might well keep opting for the cheaper technology. In their view, whatever technology they choose comes with the risk that a government — China or America — will snoop on them.

Fourth, is it realistic to take on China through bans and blacklists? The world is so deeply interdependent. Is there another, smarter way? A senior technology executive I spoke with suggested that the better

response would be for America to become the world's leader in encryption and countering cyberespionage. He suggested that a university like MIT be tasked with using only Huawei products to build a system that is encrypted end to end, which would shield all data from the company. "It would be a tall challenge but definitely one America's best engineers could solve," he said.

Finally, isn't the real answer to China's extraordinary gains in technology to make the policy changes and investments that allow America to compete with Bei-

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Opinion

Shop local farmers markets; it's good for your health and the economy

It's almost time for the return of local summer farmers markets. This increasingly popular way of getting fresh, local food to the dinner table is not only good for your

health, but it's also good for the local economy and it's driving the growth that we're seeing in Utah's agriculture industry.

According to the 2017 Agriculture Census data, the U.S. lost 67,000 farms and 14.3 million acres of farmland since 2012. Here in Utah, it's a bit of a different story. While we are losing farmland to development — more than 162,000 acres since

2012 — the Beehive State actually gained 382 farms in that five-year period.

The majority of these new farms are small, urban farms, many of which are producing organic products. According to the census numbers, Utah has seen a 63 percent increase in the number of certified organic producers.

One of Utah's newest organic farms is PaMaw's Organic Farm in Daniel. Owned by Kevan and Sherri Nilsson, PaMaw's grows just about every vegetable you can imagine — except lemon cucumbers. "Turns out people just want basic green cucumbers," explained Kevan Nilsson.

Scaling back his boutique crops is one small lesson Kevan Nilsson has learned since starting his new life as an organic farmer two years ago. Prior to that, he had spent 45 years as a general contractor in the construction business.

Becoming an organic farmer is a passion as much as it has been an important lifestyle change for the Nilssons.

"We've become really health conscious in older age," said Kevan. "With the amount of chemicals and everything they spray for insects ... If people really knew the truth about conventional farming, I don't think they'd eat vegetables."

Kevan's vegetables are free from pesticides, herbicides and certified organic through the Utah Department of Agriculture and Food. The time and care he puts into his crops is evident to his customers that show

up every week to the Park City Farmer's Market, held every Wednesday from noon to 5 p.m., June to October at Park City Resort. "My customers know they're getting vegetables that were cut that morning or the day before," said Kevan.

The demand for more organic local produce is pushing the popularity of farmers markets across the state. Knowing where food is coming from is becoming more and more important to Utahns and it's shifting spending habits.

Foodies along the Wasatch Front have been flocking to Pioneer Park to buy local produce, meats, cheeses and more at the Downtown Farmers Market in Salt Lake City for more than two decades. As the hunger grew for more local food, so did the popularity of this downtown staple. Today, the Downtown Farmers Market is a gathering place for thousands of residents from across the Wasatch Front. You'll find Pioneer Park packed on Saturdays from June through October.

Buying produce at your local farmers market means you're getting the freshest fruits and vegetables available. Typically, what you'll find in the grocery store, whether it's organic or traditionally grown, travels an average of 1,500 miles before it ends up on your dinner plate. That means it won't taste as good and it's not as good for you as produce from your local farmer. The nutritional value of produce declines once it's harvested, with some vegetables losing as much as half of their nutritional value within hours.

If you still need another reason to buy locally, consider the economic impact. Local farms are local businesses and when you spend your money at a local business more money is kept in the local economy and you're helping to create local jobs.

So, consider visiting a local farmers market this summer and maybe even make it a goal to add in a couple of locally grown or produced foods into your family's meals every week — it's a move that's good for you and good for our economy.

Derek Miller is the president and CEO of the Salt Lake Chamber and Downtown Alliance. In his role, he leads the business community in advocating for Utah's continued economic prosperity.





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CALENDAR

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June 20, 8-10 a.m.

"Harassment Prevention Training For Employees," an Employers Council event in Spanish. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

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

Summer Social and Networking Meeting, a Davis Chamber of Commerce event. Location is Megaplex Theatres at Legacy Crossing, 1075 W. Legacy Crossing Blvd., Centerville. Cost is \$20 for members, \$25 for guests. Details are at davischamberofcommerce. com.

June 20, 11:30 a.m.-1 p.m. "Multiplying Lasting Pro-

fitable Relationships," a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

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

"Eggs & Issues," a Murray Area Chamber of Commerce event. Speaker is Jennifer Kennedy of the Murray City Recorder's Office. 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.

June 21, 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.

June 24, 7 a.m.-2 p.m.

Classic Golf Tournament 2019, a Salt Lake Chamber event. Registration and breakfast begin at 7 a.m., followed by 8 a.m. shotgun start. Location is Salt Lake Country Club, 2400 Country Club Drive, Salt Lake City. Cost is \$400. Sponsorships are available. Details are at slchamber.com.

June 24

Slopes Cup '19, a Silicon Slopes golf tournament supporting the local startup and tech community of Utah. Check-in starts at 8 a.m., followed by the tournament 9 a.m.-1:30 p.m. Location is Alpine Country Club, 5000 W. Alpine Country Club Lane, Highland. Sponsorships are available. Details are at https://www.slopescup.com/.

June 25, 8 a.m.-noon

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

June 25, 11 a.m.-12:30 p.m.

Free Business Coaching, a ChamberWest event. Greg Cassat of Zions Bank will offer answers and guidance as a service through the Business Resource Center. Location is ChamberWest, 3540 S. 4000 W., Suite 240, West Valley City. Free. Details are at chamberwest.com.

June 25, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Cost is \$20 for WIB members and youths, \$30 for non-WIB members. Details are at ogdenweberchamber.com.

June 25, 5:30-7:30 p.m.

BioBreak, a networking event for biotech, pharma, medtech, diagnostic and venture capital executives. Location to be provided upon registration. RSVP deadline is June 24. Free membership in the national BioBreak organization is required to attend. Application is available at http://biobreak.org.

June 27, 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.

June 26, 7 a.m.-3 p.m.

Annual ChamberWest Golf

Classic, a ChamberWest event for members only. Breakfast is at 7 a.m., followed by shotgun start at 8 a.m. Location is Stonebridge Golf Club, 4415 Links Drive, West Valley City. Cost is \$225 per twosome, \$450 per foursome. Sponsorships are available. Details are at www.chamberwest. com.

June 26, 7:30-8:30 a.m.

"Coffee Connection," a Holladay Chamber of Commerce event. Location is 3 Cups, 4670 S. Holladay Village Plaza, No. 104, Holladay. Details are at holladaychamber.com.

June 27, 11:30 a.m.-1 p.m. Monthly Lunch Meeting,

a Murray Area Chamber of Commerce event. Location is Brio Tuscan Grille, Fashion Place Mall, 6223 S. State St., Murray. Details are at murraychamber.org.

PARKS

from page 1

million visitors spend \$89.2 million

Overall, Utah's "Mighty 5" national parks contributed \$808 million to the state's economy in 2018. National Park Service officials said that visitor spending has doubled since 2012.

Utah came in fifth nationally for visitor spending behind California, Alaska, Arizona and North Carolina.

Almost 35 percent of Utah's benefit was spent on hotels and 19 percent was spent on restaurants. Gas and transportation made up another 19 percent while retail was just under 10 percent of total visitor spending.

Other interesting facts released in the National Park Service's report include:

- Utah has 169 miles of rivers designated as Wild and Scenic (on the Virgin and Green rivers).
- NPS manages four national trails in the state.
- The are 1,841 sites in Utah on the National Register of Historic Places.
- There are 2,535,381 objects in national park museums in Utah.
- 6,854 archeological sites lie within Utah's national parks.

Nationally, NPS reported that visitor spending for national parks visits in 2018 resulted in a

ZAKARIA

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jing? It is difficult to imagine that Washington would be able to shut down the economic rise and innovations of a dynamic country of 1.4 billion people that already boasts many of the globe's top tech companies. Instead, we need our own Sputnik moment, focusing the country to outcompete China

This technology strategy is far more consequential than trade talks. On trade, the Trump administration has many legitimate complaints about Chinese behavior. It is playing hardball with Beijing. But the end goal is to create *more* economic interdependence between the two countries. If there is a deal, China will buy more American goods, invest more in America and provide more market access to American companies.

A technology war would take us in a very different direction. It would lead not to a cold war, but a cold peace, in a divided and less prosperous world.

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

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\$40.1 billion benefit to the nation's economy and supported 329,000 jobs. The report said more than 318 million visitors spent \$20.2 billion in communities within 60 miles of a park in the National Park System. Of the 329,000 jobs supported by visitor spending, more than 268,000 jobs exist in the park gateway communities.

"This report emphasizes the tremendous impact the national parks have on our nation's economy and underscores the need to fulfill Pres. Trump's plan to rebuild park infrastructure," said Interior Secretary David Bernhardt. "With 419 sites — and at least one

in every state — our national parks continue to provide visitors, both local and destination, with innumerous recreational, inspirational and world-class experiences."

Economic benefits from visitor spending increased by \$2 billion in 2018 and total impact increased by \$4.3 billion in comparison to 2017, the report said.

As a part of the report, visitor surveys were conducted at 19 parks with the results indicating that people are spending more time in the parks, staying longer in gateway communities and spending more money during their visits than in recent years.

CAI

from page 1

will increase by more than the rate of inflation, while 30 percent feel it is equally likely and unlikely their income will match inflation.

"Real wages have been trending up around the country and in Utah," said Randy Shumway, chairman and partner of Cicero Group, a Salt Lake City-based management consulting firm that does analysis and data collection for the CAI.

"Even though price levels have been rising across Utah, we're also seeing stronger wage growth. We expect that trend to continue, especially with the sustained job growth and lowest unemployment rate we've seen in Utah for over a decade. The situation appears healthy for Utah's workers."



VOLUNTEERS



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.





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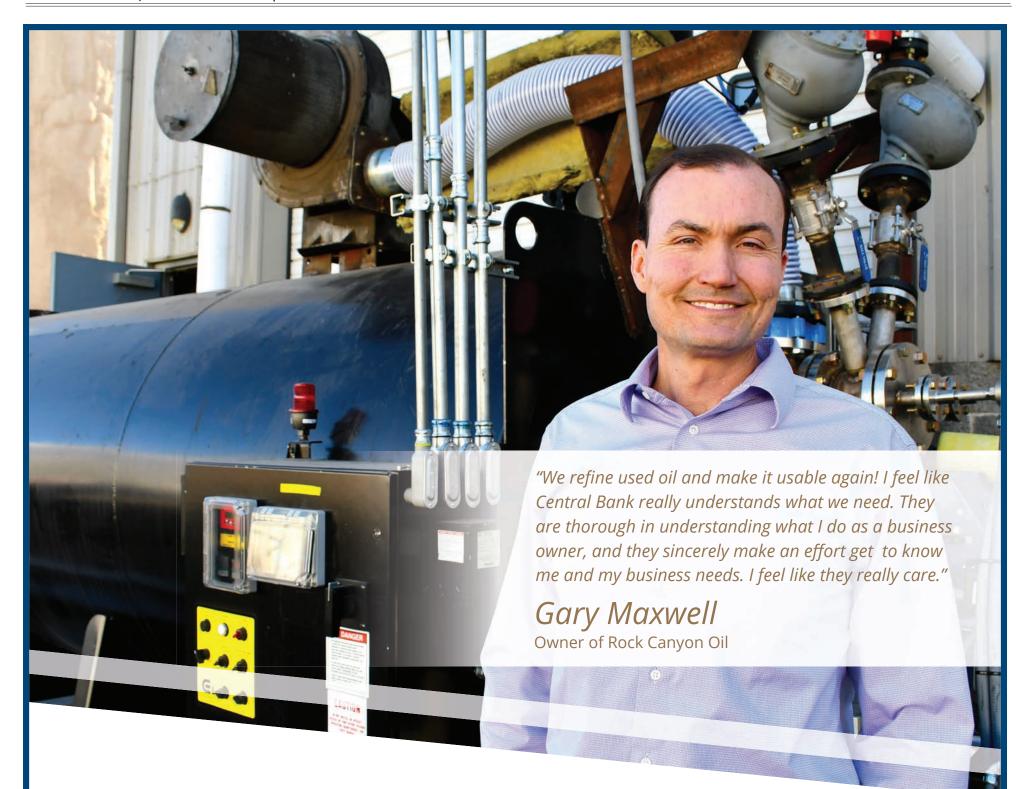
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