

OF NOTE



Chicken feed!

Continuing to make good on his promise to "give it all away," billionaire Warren Buffett has pledged \$3.6 billion of his Berkshire Hathaway stock to five foundations. Beneficiaries include the Bill & Melinda Gates Foundation, Susan Thompson Buffett Foundation, Sherwood Foundation, Howard G. Buffett Foundation and NoVo Foundation.

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Patrons crowd Library Square in downtown Salt Lake City during last year's Utah Arts Festival, contributing to the creative arts industry's more than \$10 billion annual economic impact in Utah, according to a recent study.

Arts industry strong in Utah: Adds \$10B yearly to economy

"Vibrant and impactful."

Those words are used to describe Utah's creative-arts industry in a new profile recently released by the Economic Development Corporation of Utah (EDCUtah). The study, titled "The Arts In Utah," found that job growth in arts and entertainment the past five years was 22 percent in Utah, outpacing the national rate of 12 percent.

The industry generates over \$10 billion

in annual economic impact throughout the state, it said.

"We know from our conversations with companies in Utah and across the country that a vibrant arts culture adds to quality of life and fosters talent recruitment in all industries," said Theresa Foxley, president and CEO of EDCUtah. "This profile pre-

see ARTS page 14

Weber & Davis counties join to promote No. Utah

Davis and Weber counties have joined forces with the Economic Development Corporation of Utah (EDCUtah) to announce the formation of a new regional economic development entity that will brand and promote the Northern Utah region. Chris Roybal, former president and CEO of EDCUtah, has been named executive director of the yet-to-be-named organization.

"We're excited to launch this initiative and pleased that an experienced professional such as Chris Roybal will lead the effort," said Davis County Commissioner Bob Stevenson. "He knows the people, process and potential of our counties."

Roybal's experience in developing the local economy includes a stint as former Gov. Jon Huntsman's senior advisor for economic development. Since leaving Huntsman's office, Roybal was president and COO of a 400-employee logistics company in Utah.

The new organization was approved by the county commissions of both counties on June 18. The commissions had previously awarded to the Economic Development Corporation of Utah a three-year contract to launch and support the new entity.

see NO. UTAH page 14

Survey: Utah salaries up 3.3 percent over 2018

Utah salaries rose an average of 3.3 percent for positions of all kinds in the past year, according to the just-released Utah Benchmark Compensation Survey from Employers Council. The survey was one of two released by the council along with the Utah Information Technology Compensation Survey.

The Benchmark survey found that the average hiring hourly wage for full-time, inexperienced, entry-level personnel is \$14.88, up from \$14.28 in 2018.

The Information Technology Compensation Survey takes a deeper look into the technology industry in Utah, Colorado, Wy-

oming and Arizona, providing information for tech company owners. The survey's data found that the Utah tech industry also had an average salary increase of 3.3 percent, compared to Arizona at 2.5 percent and Colorado's 3.1 percent.

"Employers Council's compensation surveys are highly sought-after resources for employers and HR directors needing data to support key policies and decisions," said Ryan Nelson, president of Employers Council's Utah office. "Our priority at Employers Council is to benefit and support employers, which enables employers to create a workplace that attracts and retains

quality talent and expertise."

Employers Council said its intent in conducting the compensation surveys is to help Utah organizations stay current and competitive with employee salaries. The surveys provide a thorough examination of state and regional salary policies, including base salaries, average percent pay increases and hiring rates, according to a release.

More than 400 positions were surveyed in the Benchmark Compensation Survey, with 39,000 employees participating. Likewise, nearly 100 jobs were surveyed and 7,200 employees participated in the Information Technology Compensation Survey.



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Noorda College hits key accreditation milestone

The proposed Noorda College of Osteopathic Medicine (Noorda-COM), set to be based in Provo, has received notification from the Commission on Osteopathic College Accreditation that its application for accreditation has been moved from "applicant" status to "candidate" status. The move is a key step in the college's creation and comes following a year of preparation of self-study documentation.

The self-study was submitted by Noorda to COCA, whose executive committee accepted, reviewed and approved it on June 6.

"This is three months ahead of our original schedule," said Dr. John J. Dougherty, founding dean and chief academic officer for the proposed institution. "We are appreciative of the commissioners' careful consideration and acknowledgment. COCA found the self-study to be 100 percent in compliance with all administrative, academic and financial standards."

The status change is one essential step in receiving full accreditation from COCA. The proposed Noorda-COM plans to submit Self-Study II later this year, which, if approved by COCA, will change the status to "pre-accreditation." At that point, the college may begin student recruitment.

The U.S. Department of Education and Utah state regulators were also informed by COCA of the progress of the proposed Noorda-COM's status.

The self-study outlines in detail the proposed school's progress in preparing its leadership team, financial support, potential for integration in local and regional hospitals and clinics and in other key areas.

Noorda-COM established its leadership team with the appointment of Dougherty as founding dean and chief academic officer; the appointment of Dr. Richard P. Nielsen, who is also founding president and CEO of Rocky Mountain University of Health Professions, as founding president and CEO; and Francis Gibson, chairman of the board of trustees. The board is comprised of distinguished health and business professionals, the group said in a release. Noorda-COM also said it has the financial backing of major investors and has developed strong relationships with the top hospitals, clinics and healthcare systems in the intermountain western region.

"We are very fortunate," said Nielsen. "We have fantastic relationships in the community, a strong and active board, generous investors and some of the top healthcare leaders in the country helping us bring this medical school to our community. We could not do it without them."

The new medical institution is being proposed and developed by Wasatch Educational, the holding company of Rocky Mountain University of Health Professions.

Poll: Investor optimism wanes for second straight quarter

American investors' optimism declined again in the second quarter, according to The Wells Fargo/Gallup Investor and Retirement Optimism Index. The index dropped to 85, down 18 points from 103 a year ago. The index dropped in the first quarter also.

Investors are less optimistic than a year ago about maintaining their household income and reaching their 12-month and five-year investing goals.

The Wells Fargo/Gallup index measures U.S. investor confidence in the investing climate, based on a representative sample of U.S. adults with \$10,000 or more invested in stocks, bonds or mutual funds. More than half of investors — 61 percent — say the stock market's recent performance makes them concerned that the market is "peaking." The latest poll was conducted May 6-12.

More than half of investors

— 61 percent — describe the economy as "booming" or "solid," but there are concerns that a recession is nearing: 51 percent of investors say a recession will begin either later in 2019 (11 percent) or in 2020 (40 percent). However, a clear majority — 66 percent — say they are "prepared" for how they will handle their investments in the event of a recession. This includes 72 percent of retirees and 64 percent of non-retirees.

"It is good to see that two-thirds of investors feel they are prepared to handle their investments during a recession," said Tracie McMillion, head of global asset allocation strategy for Wells Fargo Investment Institute. "While we do not see a recession in the near term, in many ways we are still recovering from the last one, which left a deep scar on many investors. This sense of preparedness is a positive sign."

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Jeff Robbins, president and CEO of the Utah Sports Commission, receives the Tourism Achievement Award from Chris Erickson, Visit Salt Lake board of directors' chair (right), and Scott Beck, Visit Salt Lake president and CEO (left) during VSL's June board meeting.

Visit Salt Lake presents Tourism Achievement Award for 2019 to Utah Sports Commission

Visit Salt Lake (VSL), the private, nonprofit corporation responsible for the promotion of Salt Lake City as a business and leisure destination, has presented its annual Tourism Achievement Award to the Utah Sports Commission. The presentation was made at organization's June 20 meeting.

Jeff Robbins, president and CEO, accepted the award on behalf of the commission. The Tourism Achievement Award is VSL's highest honor presented annually to honor members and community organizations for "outstanding efforts in supporting the mission of VSL and the larger tourism community of Salt Lake County."

The Utah Sports Commission helps to enhance Utah's economy, image and quality of life through

the attraction, promotion and development of national and international sports by partnering and coordinating with convention and visitor groups like VSL, chambers of commerce, municipalities, sports organizations, venues and stakeholders, VSL said in a press statement. In the past two decades, the Utah Sports Commission has partnered on 785 events with an approximate economic impact to Utah of more than \$2 billion, with an estimated media value of \$462 million. Notably, under the leadership of Robbins, the Utah Sports Commission played a key role in the creation and direction of the official Olympic Exploratory Committee.

"To make Salt Lake City America's choice for a future Games, we needed the right team

and that absolutely included Jeff," said Salt Lake City Mayor Jackie Biskupski. "Jeff understands the role the Olympics plays in our community and how we have a responsibility to protect and build upon that legacy. Through the Utah Sports Commission and as a lover of all things sports, Jeff has helped keep the Olympic fire burning in all of us since 2002."

"In 2018 alone, the Utah Sports Commission partnered on 53 events across the state, generating more than \$184 million in economic impact to Utah — a new record," said Chris Erickson, VSL board chair. "We are proud to partner with the Sports Commission to bring sporting events to the Salt

see VSL page 14

HealthEquity acquires WageWorks

HealthEquity Inc., a Draper-based independent health savings account custodian, has announced plans to acquire WageWorks Inc. of San Mateo, California. WageWorks is specializes in administering consumer-directed benefits such as health savings accounts (HSA), flexible spending accounts, health reimbursement accounts and commuter benefits services. In addition to its San Mateo headquarters, Wage Works has offices across the U.S. Founded in 2000, the company has about 2,000 employees.

HealthEquity was founded in 2002 in Tucson, Arizona and moved to Utah two years later. It employs 1,050 in its Utah operation.

HealthEquity will acquire all of the outstanding shares of common stock of WageWorks for \$51.35 per share in cash, representing a total value of approximately \$2 billion. The all-cash offer represents a 28 percent premium to the closing price of WageWorks shares for the 30 trading days prior to HealthEquity's acquisition proposal becoming public on April 29.

HealthEquity said the acquisition is expected to give the company access to more of the fast-growing HSA market by expanding its direct distribution to employers and benefits advisors as a single-source, premier provider of HSAs and complementary CDBs, including flexible spending accounts, health reimbursement arrangements, COBRA administration and commuter accounts.

"Acquiring WageWorks po-

sitions us to accelerate the market-wide transition to HSAs, with greater market access and an end-to-end proprietary platform built to drive members to spend smarter while saving for health-care in retirement," said Jon Kessler, president and CEO. "Together, we can meet employers and employees wherever they are on their journeys to connect health and wealth, while simultaneously accelerating our growth in an expanding industry."

Edgar Montes, president and CEO of WageWorks, said, "The combination of WageWorks and HealthEquity will be transformative in our industry and will amplify our impact among clients, brokers and policymakers. Together with HealthEquity, WageWorks can bring broader, deeper, more innovative solutions to our customers — giving them greater choice and peace of mind."

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Trying to close a sale? Here are 10 things that motivate your customers to buy

Contrary to what many people believe, most salespeople want their customers to make good decisions. They want them satisfied — whether it's buying shoes, home improvement, a vacation package, a car or an insurance policy.

Even so, salespeople accidentally lose sales.



They leave customers *unsatisfied*, not dissatisfied. Customers become dissatisfied *after* making a purchase; if they're *unsatisfied*, they walk away *before* buying.

Intent on rattling off features and benefits, salespeople forget they must understand the customer's *need to buy* before the

facts will make sense. In doing so, they overwhelm customers.

Why do salespeople do this? They want customers to make informed buying decisions. But this is the fallacy. It's not until *after* the sale that the rational stuff makes sense to customers. What must come first is the inner motivation for saying yes.

That's a salesperson's most important task.

Here's the point: It's the "wow" that grabs attention and excites customers. The salesperson's task is figuring out what it is that motivates a customer. Once that button is pushed, the facts serve to justify the purchase.

Here are 10 motivations that move customers to buy:

1. To enhance their status. There are certain things we want to buy because they tell a story — buying a home or designer sunglasses, taking an exotic vacation, dining at certain restaurants, having an expensive vehicle, wearing certain clothing or even having a certain hair style. "The beautiful objects that we prize are really signs to others that they should prize us," writes Matthew Willcox in *The Business of Choice*.

2. To make a dream come true. We're surprised when someone makes a purchase that's "out of character," as the saying goes. When asked about it, the person responds, "You know, I've always wanted it and I've been saving for years. It's a dream come true."

3. To make amends. We may view ourselves as independent and free from past influences, but our purchases may tell a different story. A woman had a rocky relationship with her mother, but the first car she bought was the brand her mother always wanted.

4. To be defiant. Someone says, "That's not a good idea. Is that something you really need?" or "You can't afford that." Such words become challenges, powerful forces driving us to "show them," while pointing out how easy it is for adults to demonstrate adolescent behavior.

5. To feel good. There's more than one type of self-medication. Close to the top of the list may be buying stuff to make us feel better. A cup of hot cocoa on a cold winter night, a plate of mac and cheese, a latte, and, of course, fries. But, like other types of self-medication, the effects wear-off and it's time to do it again.

6. To feel safe. Some things go beyond just feeling good; we also want to feel safe. The old idea that "your home is your castle" — a place with thick walls and a moat — is as current today as it was centuries ago. This may be a reason why tourists flock to visit them. We buy everything from deadbolts to security systems to insurance policies and organizational memberships to help us feel safe.

7. To forget our problems. Whether it's buying clothes to help us "look the part" or taking an exotic vacation to get "re-charged," purchasing our way out of problems is nothing new. During the Great Depression, Americans went to the movies to forget their misery and in the 1940s to take their minds off the horrors of war. Today, we binge on Netflix and hit the Amazon "buy" button.

8. To make a statement. Why do so many former jocks, who are now sportscasters, don three-piece bespoke suits, while CEOs and salespeople shed theirs for open-collar shirts? It almost looks as if they're trying to trade places. Helping immigrants lose an accent is a growing business. And then there's the big and pow-

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Division of Consumer Protection joins FTC in nationwide robocall crackdown

The Utah Department of Commerce's Division of Consumer Protection has joined with Federal Trade Commission and the division's law enforcement partners in a major crackdown on illegal robocalls. The initiative includes 94 actions targeting operations around the country that are responsible for more than 1 billion calls pitching a variety of products and services, including credit card interest rate reduction services, money-making opportunities and medical alert systems.

The joint crackdown, "Operation Call It Quits," is part of the FTC's ongoing effort to help stem the tide of universally loathed pre-recorded telemarketing calls. It also includes new information to help educate consumers about illegal robocalls. In addition, the FTC continues to promote the development of technology-based solutions to block robocalls and combat caller ID spoofing.

"We're all fed up with the tens of billions of illegal robocalls we get every year," said An-

drew Smith, director of the FTC's Bureau of Consumer Protection. "Today's joint effort shows that combatting this scourge remains a top priority for law enforcement agencies around the nation."

"Operation Call It Quits" includes four new cases and three new settlements from the FTC. The U.S. Department of Justice (DOJ) filed two of the new cases on the FTC's behalf. Collectively, the defendants in these cases were responsible for making more than a billion illegal robocalls to consumers nationwide. These actions bring the number of cases the FTC has brought against illegal robocallers and Do Not Call (DNC) violators to 145.

Utah's Division of Consumer Protection will support the federal crackdown by providing consumer education tips on how to combat robocalls through social media, the division websites and news releases say.

"Robocalls continue to disrupt our daily lives with the aim to steal your money, or worse, —

your personal information. Our goal is help educate consumers so they feel empowered with the latest information available to the public," said Daniel O'Bannon, division director. "The Utah Division of Consumer Protection is grateful to the strong actions our federal and fellow state partners are taking against this deceptive industry."

Some of the new cases being pursued by the Federal Trade Commission include:

First Choice Horizon LLC uses a maze of interrelated operations that used illegal robocalls to contact financially distressed consumers with offers of bogus credit card interest rate reduction services. The FTC contends many of the targeted consumers were seniors. According to the complaint, the defendants deceptively told consumers that, for a fee, the defendants could lower their credit card interest rates to zero for the life of the debt, thereby saving the consumers thousands of dollars on their credit card debt. Under the

guise that the defendants were confirming consumers' identities, the defendants tricked consumers into providing their personal financial information, including their Social Security and credit card numbers.

The FTC also alleges that First Choice did not disclose to consumers that they would have to pay substantial additional bank or transaction fees and that, in many instances, consumers who did not buy the services later found out that the defendants had applied for one or more credit cards without their knowledge or consent.

A company called 8 Figure Dream Lifestyle has used a combination of illegal telemarketing robocalls, live telephone calls, text messaging, Internet ads, emails, social media and live events to market and sell consumers fraudulent money-making opportunities. According to the FTC, the defendants have consistently made false or unsubstantiated claims about how much consumers can earn through their programs, often

claiming that a typical consumer with no prior skills can make \$5,000 to \$10,000 in 10 to 14 days and \$10,000 or more within 60 to 90 days of buying the program. In reality, the complaint states, consumers who bought the 8 Figure Dream Lifestyle program for between \$2,395 and \$22,495 rarely earned substantial income, typically lost their entire investment and often incurred significant loans and credit card debt.

According to the FTC's complaint against Derek Jason Bartoli, the Florida-based defendant has been an active participant in the illegal telemarketing industry for several years, serving as the "dialer," "information technology (IT) guy," and at times the seller for various telemarketing companies, including companies that the FTC and other law enforcement agencies have sued. He provided services in his own name and in the names of Phoenix Innovative

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Industry Briefs

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ASSOCIATIONS

• The **Salt Lake Chamber** has named **Linda Wardell** as this year's chair of its Board of Governors, effective July 1. The vice chair will be **Craig Wagstaff** of Dominion Energy. Wardell, general manager of City Creek Center, has served as vice chair alongside chair Steve



Linda Wardell

Starks, president of Larry H. Miller Sports & Entertainment. Wardell has more than 30 years of experience managing and marketing shopping centers. She also is involved in the community, including serving on the current board for the Downtown Alliance, executive committee of the Women's Leadership Institute, Zions Bank Advisory Board and the Business Advisory Board for Westminster College.

EDUCATION/TRAINING

• **Maria S. Farrington** and **Jim M. Wall** have been selected to serve as chair and vice chair, respectively, of the **Salt Lake Community College** Board of Trustees. Farrington has more than 24 years of experience in local not-for-profit organizations and schools. She currently owns a non-profit consulting business, and she is a former executive director for Holy



Maria Farrington



Jim Wall

Cross Ministries. She has also held leadership positions at the Discovery Gateway Children's Museum in Salt Lake City, the United Way of Salt Lake and the Eccles Annenberg Initiative at the Salt Lake City School District. Farrington was appointed to the SLCC Board of Trustees in 2015 and was elected as the board's vice chair in 2017. She also represents the SLCC Trustees on the SLCC Foundation Board. Wall worked as publisher of the Deseret News Publishing

Co. Inc. and as director of the Bonneville International Corp. from 2000 until 2010. Prior to his work at the *Deseret News*, he was the executive vice president and general manager of *The Denver Post*. Wall has worked with the United Way; local chambers of commerce; community and economic development organizations; college boards; the Boy Scouts of America; and local theater, opera and symphony boards. He has served on the SLCC Board of Trustees since 2015.

• **Weber State University's** Board of Trustees Executive Committee has selected **Betsy Mennell** as vice president of university advancement. Mennell will help build and deepen relationships on behalf of the university as she oversees advancement services, alumni relations, development, economic development, government relations and marketing and communications.



Betsy Mennell

She joins WSU from being the associate vice president of principal gifts and special projects at Regis University in Denver. She worked at Northern Arizona University (NAU) for 18 years, most recently as vice president for development and alumni engagement and president of the NAU Foundation.

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• **National Land Realty**, a South Carolina-based land brokerage company, has announced it will expand by adding its first offices in Utah and Wisconsin. The company specializes in

farm, ranch, plantation, timber and recreational land across the country.

FOODS

• **JMH Premium**, a Salt Lake City provider of food products for food service, industrial manufacturers and casinos in North America, has acquired **Chef Myron's Fine Foods** of Orange, Massachusetts. Financial terms were not disclosed. Myron's was established in 1984 by Chef Myron Becker, a professional research chef with academic degrees in psychology and food service management. His sauces are utilized in food-service operations such as home meal delivery programs, contract management companies, white tablecloth-restaurants, health and educational institutions, convention centers, caterers and country clubs, and other establishments.

HEALTHCARE

• **Co-Diagnostics Inc.**, a Salt Lake City-based molecular diagnostics company, has added **Eugene Durenard** and **Ted Murphy** to its board of directors. Both also will serve on the board's compensation and corporate governance/nominating committees and audit committees as independent directors. Durenard has 20 years of multi-asset class investment and entrepreneurial experience, including as founder and CEO of Hyperbolic Holdings, a Swiss-based holding, management consulting and investment advisory company specialized in healthcare since February 2018; co-founder and chief information officer of Healthcare Impact Holdings, an investment fund specialized in later-stage healthcare private ventures since May 2018; co-founder and trustee of Healthcare Impact Foundation, a charitable organization designed to sustainably fund translation of innovation in life sciences since September 2017; co-founder of Global Better Health, a platform designed to provide scientifically-based corporate wellness and preventive programs since December 2018; and an advisor to and managing director of the Stetson Family Office since September 2016. He began his career with Salomon Brothers in London. Murphy has been senior partner in a private investment firm since June 1999. His duties have included investment analysis of various types of investment projects in healthcare, real estate and financial services. Murphy

serves on the board of directors of three Canadian publicly reporting companies that have interests in various industries.

HOSPITALITY

• **My Place Hotels of America** has opened a location at 1167 W. 80 S., Hurricane. It is the company's fourth location in Utah. The three-story, 46-unit hotel is the company's 49th My Place location across 22 states. It is locally owned and developed by **Stepping Stones Development**, who broke ground less than 10 months ago.

INVESTMENTS

• **MX**, a Lehi-based data platform for banks, credit unions and fintech companies, has announced a \$100 million Series B financing round. The round was led by **Battery Ventures**, with participation from new investors **H.I.G. Growth Partners**, **Point72 Ventures**, **Sorenson Ventures**, **Pelion Venture Partners** and **Cross Creek Capital**; from existing investors **Industry Ventures**, **Digital Garage**, **TTV Capital** and **Commerce Ventures**; plus from customers **National Bank of Canada** and **Washington Federal Bank**. The new round brings the company's total equity financing to \$175 million. The company also announced it has reached the 2,000-customer milestone with the signing of Synovus Financial Corp. as its newest customer.

• **Columbus Pacific** has closed on a \$165 million loan from **Mosaic Real Estate Credit** for construction financing for **Pendry Park City**, scheduled to open in the Canyons Village in the winter of 2021. Pre-construction work has begun on the development, with an official groundbreaking date slated for this summer. The 233-key, ski-in lift-out luxury resort will feature guestrooms and suites, along with 152 fully serviced residences ranging in size from 446-square-foot studios starting at \$395,000 to 2,600-square-foot, four-bedroom penthouse residences up to \$3.65 million. It also will feature five restaurant concepts, a fitness center and spa, more than 7,000 square feet of indoor meeting space, and 40,000 square feet of commercial space on its 2.5 acres. Mosaic's financing consists of a three-year senior construction loan with two 12-month extensions.

LAW

• **Durham Jones & Pinegar** has hired **T. Richard Davis** and **Lynda Cook** as of counsel attorneys, Davis in the firm's Litigation section and Cook in the Real Estate section. Davis focuses on real property, banking, commercial transaction and litigation matters, including acquisitions, sales, tax-free exchanges, financing, real estate development, commercial and residential leases, foreclosures, loan workouts, title disputes,



Richard Davis



Lynda Cook

quiet title actions, easements, boundary line disputes and mechanics liens. Cook has more than 30 years of experience as a real estate attorney. She handles a wide variety of transactional and real estate matters, with an emphasis on commercial and real estate loan documentation and negotiation primarily representing institutional lenders. She also handles commercial real estate purchase and sale transactions, as well as associated due diligence reviews. She has prepared and negotiated commercial leases for all kinds of projects, including retail, resort and office developments.

MILESTONES

• **Entrata**, a Lehi-based technology provider to the multifamily property industry, has

see BRIEFS next page

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Industry Briefs

from previous page

announced that 1 million units across all business verticals are now implemented onto Entrata Core, a suite of accounting, leasing, purchasing and facilities software for the property management industry. Full-platform Entrata Core users are able to sign in once and access all applications and reports in a single database that allows for easy monitoring of an entire portfolio.

PHILANTHROPY

• **Neighbor.com**, a Lehi-based peer-to-peer self-storage company, has announced it will pay a different Neighbor customer's monthly mortgage payment each month. Part of the startup's referral program, the "Neighbors" will be determined on the final day of each month, starting in July. To participate in the Neighbor referral program, customers invite their friends to the marketplace to become a Neighbor "host" or "renter." Hosts provide extra space for rent in their home, garage or property. A renter simply pays for the space that fits their belongings and budget. As customers refer new friends to Neighbor and those friends take specific actions on the platform, the customer's position on the referral leaderboard will adjust accordingly. The customer atop the leaderboard at the end of each month will be rewarded by having Neighbor.com make their mortgage payment for the following month, up to \$5,000.

REAL ESTATE

• **Colliers International** has hired **Tanner Riedel** for the firm's downtown Salt Lake City office at 111 Main and **Mark Haroldsen** for its Utah County office in Pleasant Grove. Riedel previously was with Cushman Wakefield and focuses on office and investment transactions. Haroldsen has 25 years of experience with clients throughout the Utah market. He previously was with Cushman & Wakefield. His experience includes property acquisition, management and deal structure, including the disposition and acquisition of industrial, retail, multifamily and office, as well as consulting clients for favorable debt structures.



Tanner Riedel



Mark Haroldsen

• **Greystar**, a South Carolina-based company focused on the investment, development and management of rental housing properties, has promoted **Jennifer Velilla** to director of real estate. She will be based in the company's Salt Lake City office and will be responsible for overseeing property management operations in Utah.

Velilla has been involved in the multifamily industry since 1999 and her expertise spans portfolio management, property repositioning, lease-ups and renovations. Prior to joining Greystar in October 2017, she oversaw a portfolio of assets in the greater Chicagoland area for Penobscot.

• **Entrata**, a Lehi-based technology provider serving the multifamily property industry, has hired **Virginia Love** as industry principal on the organization's executive team. Love will be directly involved in marketing, product and sales as a liaison from the industry to these departments. She has more than 27 years of experience in the industry, most recently serving as vice president of marketing and leasing for Chicago-based real estate investment and property management company Waterton.



Jennifer Velilla



Virginia Love

• **ConsultNet**, a South Jordan-based provider of IT staffing and solutions, has promoted **Miner Smith** to chief operating officer, following the recently announced retirement of the organization's previous COO and president, Tony Marolda. Smith will oversee ConsultNet's business operations and financial functions. He joined the company in 2017 as senior vice president of strategic development. Prior to that, he was executive vice president at Pyramid Consulting, responsible for all staffing operations in North America.

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RECOGNITIONS

• **Ivanti**, a Salt Lake City-based IT company, has been recognized by **Supply & Demand Chain Executive** (SDCE) as a recipient of an **SDCE 100 Award** for 2019. This is the second consecutive year that Ivanti has been recognized by SDCE for supply chain excellence. The SDCE 100 is an annual list of 100 great supply chain projects. Ivanti is being recognized for teaming with its partner Procensis, a mobility and network design solutions provider, to enable Dorman Products to move to a next-generation mobile solution that included voice for its distribution centers, leveraging Ivanti Velocity, Speakeasy and Avalanche, all solutions powered by Wavelink.

• **Qualtrics**, a Salt Lake City-based experience management company, has announced that its **Qualtrics Experience Management (XM) Platform** has been recognized as a "2019 Top Rated Customer Experience Management Platform" by **TrustRadius**, a review platform for B2B technology. Qualtrics earned the honor based on more than 260 customer reviews and achieved top rankings in each of the following categories: usability, return on investment, implementation services, and likelihood to recommend and renew, including a perfect score for customer support. Qualtrics is the only vendor to be named a leader across all market segments.

SERVICES

• **ConsultNet**, a South Jordan-based provider of IT staffing and solutions, has promoted **Miner Smith** to chief operating officer, following the recently announced retirement of the organization's previous COO and president, Tony Marolda. Smith will oversee ConsultNet's business operations and financial functions. He joined the company in 2017 as senior vice president of strategic development. Prior to that, he was executive vice president at Pyramid Consulting, responsible for all staffing operations in North America.



Miner Smith

TECHNOLOGY/LIFE SCIENCES

• **Nav**, a Salt Lake City-based fintech company, has hired **Jacque Morgan** as vice president and general manager of enterprise partners. Morgan previously worked at Visa for 18 years, focusing on the small business audience and serving as the vice president and head of small-business product and client management. She also has experience as a small-business owner.



Jacque Morgan

• **InsideSales.com**, a Provo-based artificial intelligence sales platform company, has appointed **John Markovich** as chief financial officer. He will be responsible for the company's financial operations and positioning the company for its next phase of growth and expansion. Markovich has more than 25 years of financial leadership experience, including extensive experience with rapidly growing



John Markovich

public and private high-growth software, services and e-commerce companies. Prior to joining InsideSales.com, Markovich was the CFO of OmniGuide Holdings Inc. and previously held CFO positions at Veritone Inc., NanoH2O Inc., EMCORE Corp., Pictos Technologies, Optical Coating Laboratories and AutoByTel.com.

TRANSPORTATION

• **Quality Custom Distribution**, a California-based subsidiary of Gold State Foods, has opened its newest distribution center in West Valley City. It provides distribution services to Starbucks, Chick-fil-A and Chipotle. The distribution center is the sixth new QCD facility to open in the past three years and is one of 19 across the country. QCD's fleet in Salt Lake City completes more than 18,000 deliveries a year, and travels over 700,000 miles annually. The new center services all of the Salt Lake City, Richfield and Logan areas in Utah, as well as parts of Nevada, Wyoming and Idaho. While the company has been serving the region for decades, the new center evolved from a simple depot with only 11 drivers to a fully functioning, thriving distribution center that employs more than 40 people.



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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.

July 9, 10-11:30 a.m.

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

July 9, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a ChamberWest event. Speaker Ken Ivory of the Utah House of Representatives will discuss “Shattering the Glass Ceiling: Pursuing Happiness 101.” Location is Crystal Inn Hotel & Suites, 2254 W. City Center Court, West Valley City. Cost is \$30. Details are at <https://chamberwest.com/events/details/women-in-business-luncheon-683>.

July 10, 8 a.m.-noon

“Frontline Leadership Training: Delegation: Dividing the Tasks and Multiplying the Gains,” a Small Business Development Center (SBDC) event. Location is Tooele Technical College, Board Room, 88 S. Tooele Blvd., Tooele. Cost is \$98. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

“Let’s Do Lunch,” a Sandy Area Chamber of Commerce event. Location is Garage Grill, 1122 E. Draper Parkway, Draper. Cost is \$20 for members, \$25 for nonmembers. Details are at sandychamber.com.

July 10, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce networking event. Location is Ogden Pioneer Days Stadium, 668 17th St., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

July 11-14

American Podiatric Medical Association (APMA) 2019 Annual Scientific Meeting. Event includes some activities for the public. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Details are at www.apma.org/TheNational.

July 11, 8-11:30 a.m.

“Diversity, Inclusion and Unconscious Bias,” an Employers Council event. Location is

Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

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

Monthly Lunch, a Murray Area Chamber of Commerce event. Location is The Point After, 5455 S. 900 E., Murray. Cost is \$20 for members, \$25 for guests. Details are at murraychamber.org.

July 11, noon-1 p.m.

“Facebook Advertising,” a Silicon Slopes event. Location is Kiln, 2701 N. Thanksgiving Way, Lehi. Free. Details are at silicon-slopes.com.

July 11, 6:30-8:30 p.m.

“How to Read Financial Statements and Metrics,” a SCORE event. Location is Sandy City Library, 10100 S. Petunia Way, Sandy. Details are at <https://www.sba.gov/event/1634214>.

July 11, 6:30-8:30 p.m.

Small Business Roundtable, a SCORE event. Location is Sandy City Library, 10100 Petunia Way, Sandy. Details are at <https://www.sba.gov/event/1635899>.

July 12, 7:30-8:30 a.m.

“Eggs & Issues,” a Murray Area Chamber of Commerce event. Speaker is Matthew Phillips of the Salt Lake County Public Library. 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.

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

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

July 12, 8-9 a.m.

Silicon Slopes Breakfast. Speaker is Sandi Hendry, founder of Minky Couture. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

July 12, 9 a.m.

Sixth Annual Golf Tournament, a South Salt Lake Chamber of Commerce Foundation nine-hole event. Cost is \$55, \$200 per foursome. Registration deadline is July 8. Registration can be completed at (801) 466-3377.

July 13, 10 a.m.-1 p.m.

“Simple Steps for Growing Your Business,” a SCORE event

in Spanish. Location is Day-Riverside Library, 1575 W. 1000 N., Salt Lake City. Free. Details are at <https://utahsbdc.org/trainings>.

July 15, 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.

July 16, 8 a.m.-noon

“Orientation/Onboarding Essentials: Accelerating Competence, Connection and Commitment,” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

July 16, 10-11:30 a.m.

“Investing in Human Capital,” a West Jordan Chamber of Commerce event. Theme is “The Maxwell Method of DISC” (a workshop on personality and behavior profile). Location is Mountain America Credit Union, 3065 W. 5400 S. Taylorsville. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

July 16, 11 a.m.-1 p.m.

“Creating Work-Life Balance for Working Moms,” a Business Women’s Forum event. Presenter is May Anderson, founder of Working Mom’s Connection. Location is 50 West Club & Café, 50 E. Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

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

Southwest Valley Women in Business. Location is The Break (Patio) on SoDa Row, 11274 Kestral Rise Road, South Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at <https://www.southjordanchamber.org/event-3457742>.

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost is \$20 for WIB members, first-time guests and Athena recipients; \$30 for nonmembers. Details are at ogdenweberchamber.com.

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

Business Alliance Network-

ing 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.

July 17, 8-10 a.m.

Utah 21st Century Entrepreneur, a VentureCapital.org event. Location is Rev Road, 1555 Freedom Blvd., Provo. Registration can be completed at Eventbrite.com.

July 17, 8-10 a.m.

“Silicon Slopes Town Hall: Tax Reform,” a Silicon Slopes event. Speakers/panelists are Utah Senate President Stuart Adams; Brad Wilson, speaker of the Utah House; Wayne Neiderhauser, former Utah Senate president; and Greg Hughes, former Utah House speaker. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Registration can be completed at Eventbrite.com.

July 17, 8 a.m.-noon

“Legal Issues for Managing Employees with Governments and Special Districts,” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$245. Details are at employerscouncil.org.

July 17, 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 private-sector 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>.

July 17, 4:30-5:30 p.m.

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

July 17, 5:30-6:30 p.m.

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

July 18, 9 a.m.

“What Defines You Will Control You,” a South Salt Lake Women in Business event. Speaker is Clancy Stone, business advisor at the Women’s Business Center of Utah. Location is Thumbtack, 12936 Frontrunner Blvd., No. 500, Draper. Cost is \$10. Details are at sslchamber.com.

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

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

July 18, 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 James Hadlock of BluNovus will discuss “Addicted to Silence: The Alarming Truth of Addiction in the Workplace.” 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.

July 18, 4-6 p.m.

“The ‘Amenities War’ in Multifamily Housing,” a ULI (Urban Land Institute) Utah event. Panelists are David Tillotson, Salt Development; Anna Jones, Greystar; Jonathan Badger, president and CEO, Lee’s Marketplace; and Jason Head, resident. Location is Hardware Apartments, 455 W. 200 N., Salt Lake City. Details are at <https://utah.uli.org/events/>.

July 18, 5:30-7:30 p.m.

TVC Tech Break, a quarterly networking event for technology professionals, produced by the University of Utah’s Center for Technology & Venture Commercialization (TVC). Location is Kiln SLC, 26 S. Rio Grande, Suite 2072, Salt Lake City. Free, but registration is requested. Details are available by contacting Amy Graham at amy@tvc.utah.edu or (801) 213-3566.

July 18, 6-8 p.m.

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location is 5272 College Drive, Murray. Free for members, \$10 for nonmembers. Details are at <http://www.utahhcc.com/>.

see CALENDAR page 11

Succeeding in Your Business

Here are some hints for getting started in off-Broadway theater

"I've been a struggling actor in New York for several years, but right now I've got the chance of a lifetime. I have written, directed and produced a satirical off-Broadway play based on the life of a famous former politician. I have a couple of investors — really all the money I need — but I'm not sure what, if anything, I need to do legally to get this show off the ground. Where should I start?"

Ah, Broadway, the "street of broken dreams." (Or is that Wall Street?) Sadly, the vast majority of these dreams never come to fruition. Most investors in Broadway-type theatrical productions — known colloquially as "angels" — view their investments as charitable contributions with only a microscopically small chance of realizing a decent return.

First of all, look carefully at the amount of money these investors are putting in. While a couple of hundred thousand dollars should be sufficient to launch a non-musical off-Broadway play in a 30-seat theater, it will be far from enough to bring the show to Broadway if it becomes popular. You will need additional deep-pocket investors

at that point, and whatever legal structure you adopt will have to be flexible enough to admit those new investors. In plain English, you need to make sure your current investors are prepared to be "diluted" if the show becomes a hit. If they are not sophisticated Broadway players, they will need to understand that a 1 percent interest in "Phantom of the Opera" is worth more than 100 percent of a show that closes six weeks after it opens.

Next, you should talk to an accountant or lawyer about setting up a manager-managed limited liability company (LLC) for this production. You, as the producer of the show, would be the manager, while you and your investors would own all the equity, or membership interests. Structuring the LLC this way means that your investors will not have the ability to tell you how to run the show.

There's a small catch, however. Because you are operating in New York City, you will have to publish a legal notice in two news-

papers in Manhattan (one daily and one weekly) for six consecutive weeks when you form your LLC. This is a "gotcha" in New York law not many people are aware of, as the cost of publishing this notice in Manhattan may cost as much as several thousand dollars.

To avoid having to publish the legal notice, you may have to set up a Subchapter S corporation for your show, but this will involve significantly higher legal and accounting fees than forming an LLC. Also, New York City does not recognize the Subchapter S election for its general corporate tax.

You will need a good accountant to sort through the costs and benefits of forming an S corporation versus forming an LLC.

Once you have formed your legal entity, you have to consider the federal and state securities laws. New York state's Theatrical Syndication Financing Act (Article 23 of the New York Arts and Cultural Affairs Law) requires certain securities-type disclosures to investors in New York-based theatrical productions unless an exemption is available. An exemption is available for "syndications"

involving fewer than 36 investors, but it's not automatic — you will need to apply for an exemption from the New York Department of Law (aka the attorney general's office).

To qualify for the exemption, your investors will need to be accredited under the federal securities laws. Accredited investors, as defined in the federal securities regulations, are investors of significant net worth — in the case of individuals, an individual with a net worth over \$1 million or who has earned income in excess of \$200,000 per year in both of the last two years (or \$300,000 with spouse), with a reasonable expectation of reaching that amount in the current year.

Failing to comply with these laws gives your investors the right to sue and force you to give them their money back if the show flops.

You might want to consider crowdfunding your production. A number of crowdfunding portals have helped launch successful theatrical offerings that don't have to comply with New York laws, although almost all of these involve recognized brands with a strong social media presence.

If you've already got an online fan base, crowdfunding works. If you're just starting to build that base, it probably won't.

Finally, since you are basing your satirical off-Broadway play on the life of a former politician, you might want to ask your attorney whether there's any risk the politician (or his family, if he's deceased) could sue you for defamation or invasion of privacy. While sitting politicians are considered public figures who will have a tough time suing people who make fun of them, the rules are more complicated for retired politicians and other people who were once celebrities but are no longer in the public eye.

To find a good entertainment, go to www.avvo.com, and type "entertainment" and "your city, your state" into the search box. There are an awful lot of them — just as there is a broken heart for every light on Broadway.

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

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CALENDAR

from page 9

July 19, 7:30-8:30 a.m.

"Eggs & Issues," a Murray Area Chamber of Commerce event. Speaker is Kat Martinez, Murray City Council candidate. 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.

July 19, 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.

July 19, 8:30-11:30 a.m.

"Inclusive: How the Best Leaders Build Diverse and Winning Teams," a Salt Lake Chamber event. Presenter is Sara Jones, president of InclusionPro. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$55 for members, \$75 for nonmembers. Details are in slchamber.com.

July 19, 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.

July 20, 10 a.m.-noon

"Business Growth Strategies," a SCORE event that will focus on clientele. Location is Sweet Library, 455 F St., Salt Lake City. Free. Details are at <https://www.sba.gov/event/1635893>.

July 24, 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.

July 25, 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>.

July 25, 6-7 p.m.

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

July 25, 6-7 p.m.

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

July 25, 6-7 p.m.

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

July 25, 6-7 p.m.

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

July 26, 9-10 a.m.

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

July 26, 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.

July 30, 8 a.m.-noon

"Introduction to Human Resource Management Program," an Employers Council event taking place on Tuesdays through Aug. 27. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

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

Women in Business, a Sandy Area Chamber of Commerce event. Speaker is Scott Anderson, president and CEO of Zions Bank. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Cost is \$20 for members, \$25 for nonmembers. Details are at sandychamber.com.

July 30, noon-1 p.m.

"A Tech Policy Discussion with Congressman Chris Stewart," a Silicon Slopes event. Location is Pluralsight East Headquarters, 172 N. East Promontory, Suite 300, Farmington. Free. Details are at siliconslopes.com.

July 30, 6-8 p.m.

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

July 31, 8 a.m.-3:30 p.m.

"Lead Worker Training," 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.

July 31, 8-9:30 a.m.

"Small Business Forum: Cybersecurity," a Salt Lake Chamber event. Speaker is Matt Groves, founder of Wasatch Security Awareness. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free, but registration is required. Details are at slchamber.com.

Aug. 1, 7:30-9 a.m.

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

Aug. 1, 8:30 a.m.-4 p.m.

"Supervisory Skills Program," an Employers Council event over four consecutive Thursdays and providing a foundation of critical skills necessary to become an effective workplace leader. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

Aug. 1, 6-7:30 p.m.

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

Aug. 2, 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.

Aug. 2, 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/>.

Aug. 2, 8:30-11:30 a.m.

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

Aug. 6, 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.

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

"Let's Do Lunch," a South Jordan Chamber of Commerce event. Location to be determined. Details are at southjordanchamber.org.

Aug. 6, 6:30-8 p.m.

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

Aug. 7, 8 a.m.-noon

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

Aug. 7, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Weber County Fairgrounds, 1000 N. 1200 W., Ogden. Free for chamber members and first-

see CALENDAR page 13

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Opinion

Market conditions, not politicians, control the law of supply and demand

When I was pregnant with my first child 16 years ago, I asked my doctor how much it would cost to pay for the birth out-of-pocket. He had no clue. The truth of the matter is that in most cases, neither doctors nor their patients have any idea what their treatments cost. That's because the healthcare market is not a real market.

The prices that emerge in this "market" aren't the result of supply and demand, influenced by innovation and competition. Instead, they're the product of a bunch of legislators who want to create a system where anyone but the consumers pay the costs of healthcare. To achieve that goal, politicians distort the market process with regulations, restrictions and price controls. At the same time, they placate providers, doctors, hospitals and drugs manufacturers with goodies of their own to help providers swallow this command-and-control pill.

The most recent example of politicians trying to force others to pay for your healthcare is a piece of legislation introduced by Rep. Michael Burgess, R-Texas. His statute would lift the Medicaid Drug Rebate Program (MDRP) cap. Three decades ago, Congress created the rebate in response to

the pressure that rising prescription drug prices put on Medicaid. It required drug manufacturers that want any of their drugs covered by other federal programs, like Medicare Part B or the Veterans Affairs healthcare system, to rebate Medicaid costs to the government based on a complicated formula.

The basic rebate is determined by that which will provide the lowest price — either a percentage of a calculation called the average manufacturer price (AMP) or "the lowest price available from the manufacturer during the rebate period to any wholesaler, retailer, provider, health maintenance organization, nonprofit entity or governmental entity within the United States." Moreover, if drug manufacturers increase their prices faster than the rate of inflation, they must pay a penalty. This penalty is meant to increase the size of the rebate by an amount equal to the difference between the price increase and the rate of inflation.

When created, the rebate was capped at 25 percent of a drug's AMP. In the second year, it was raised to 50 percent. Later, the Affordable Care Act or "Obamacare" set the cap for the total rebate, including the inflation penalty, at 100 percent. As

a result, some drugs are now provided completely free of charge to Medicaid. Tara O'Neill Hayes of the American Action Forum documents the flaws and unintended consequences of these rebates, like twisting manufacturers' arms so that Medicaid pays a pittance for their drugs, while manufacturers then have to make themselves whole by inflating the price that everyone outside of Medicaid pays for those drugs.

Enter Burgess. He now wants to eliminate the cap altogether under the premise that being able to impose a higher penalty discourages manufacturers from raising prices.

At first glance, this one makes just enough sense to gain politicians' support. On paper, forcing manufacturers to pay more if prices increase faster than inflation is certainly a disincentive to raising prices. Or not. Because cost-shifting depends on the overall competitive structure in a given market, lifting the rebate cap might not automatically and fully convert into higher insurance costs. But it will increase someone's cost, and that will have consequences — maybe higher insurance costs, maybe fewer investments in drug development. There is no free lunch. Indeed, the growing, increased market share of Medicaid makes it harder to extract sizable discounts without

seriously distorting the market.

Politicians aren't as creative as markets. By trying to control markets, they make problems worse. This is yet another instance of a regulatory proposal to "fix" a problem that the government helped create. It stems from a chronic delusion that when it comes to healthcare, almost everyone can take advantage of somebody else, paying the bill through regulatory means without any real harm being done to our ability to get quality healthcare when and how we want it.

Real reform comes only when we untangle the many ways in which government interferes in the healthcare market. Instead of fighting markets, legislators ought to unleash them. There are many government restrictions and regulations that limit competition, reduce consumer choice and keep prices higher than they would otherwise be in a competitive market. Eliminating those barriers to competition — not creating new ones — offers the proper path to affordable drugs.

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

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C'mon, Democrats, Trump is right on this one - the asylum crisis is real

Given President Trump's mean-spirited and often bigoted attitudes on immigration, it pains me to say that he is right that the United States faces a crisis with its asylum system. Democrats might hope that the out-of-control situation at the southern border undermines Trump's image among his base as a tough guy who can tackle immigration, but they should be careful. It actually works to the president's advantage.

Since 2014, the flow of asylum seekers into the United States has skyrocketed. Last year, immigration courts received 160,000 asylum claims, a 240 percent increase from 2014. At this point, around 100,000 migrants are being stopped at the border each month. If these trends persist, 1 percent of all Guatemalans and Hondurans will have tried to migrate to the United States this year, according to the Washington Office on Latin America. The result is a staggering backlog in immigration courts, with more than 300,000 asylum cases pending, and the average immigration case has been pending for more than 700 days.

It is also clear that the rules surrounding asylum are vague, too lax and being gamed. The initial step for many asylum seekers is to convince officers that they have a "credible fear" of persecution in their home countries, and 76 percent meet the criteria. Some applicants for asylum have suspiciously similar stories, using identical phrases. Many simply use the

system to enter the United States and then melt into the shadows or gain a work permit while their application is being reviewed.

As a senior Homeland Security Department official said in April, "the system is on fire."

The United States has an elaborate immigration system that takes in about 1 million people legally every year. Asylum is meant to be granted to a small number of people in extreme circumstances — not as a substitute for the process of immigration itself. Yet the two have gotten mixed up.

As *The Atlantic's* David Frum has pointed out, the idea of a right to asylum is a relatively recent one, dating to the early years of the Cold War. Guilt-ridden over the rejection of many Jewish refugees during World War II, the UN created a right of asylum to protect those who were fleeing regimes where they would be killed or imprisoned because of their identity or beliefs. It was intended to help the victims of totalitarian regimes like Hitler's and Stalin's. This standard has gotten broader and broader over the years, including threats of gang warfare and domestic violence.

These looser criteria, coupled with the reality that it is a safe way to enter the United States, have made the asylum system easy to abuse. Applications from Hondurans, Guatemalans and Salvadorans have surged even though the murder rate in their countries has been cut in half. More broadly, hundreds of millions of

people around the world who live in poor, unstable regions where threats of violence abound could apply for asylum. Do they all have the legal right to enter the United States through a back door, bypassing the normal immigration process?

The Trump administration's approach has been mostly trying to toughen up the criteria, hire more judges and push Mexico to keep applicants from entering the United States. Some toughening is essential. For example, the loophole that allows applicants to work while their claim is pending has simply created per-

verse incentives.

But a much larger fix is needed. The criteria for asylum need to be rewritten and substantially tightened. The number of courts and officials dealing with asylum must be massively expanded. (According to former immigration official David Martin, today's crisis has its roots in the budgetary cuts of the mid-Obama years, which starved the government of resources to process asylum applicants quickly.) People

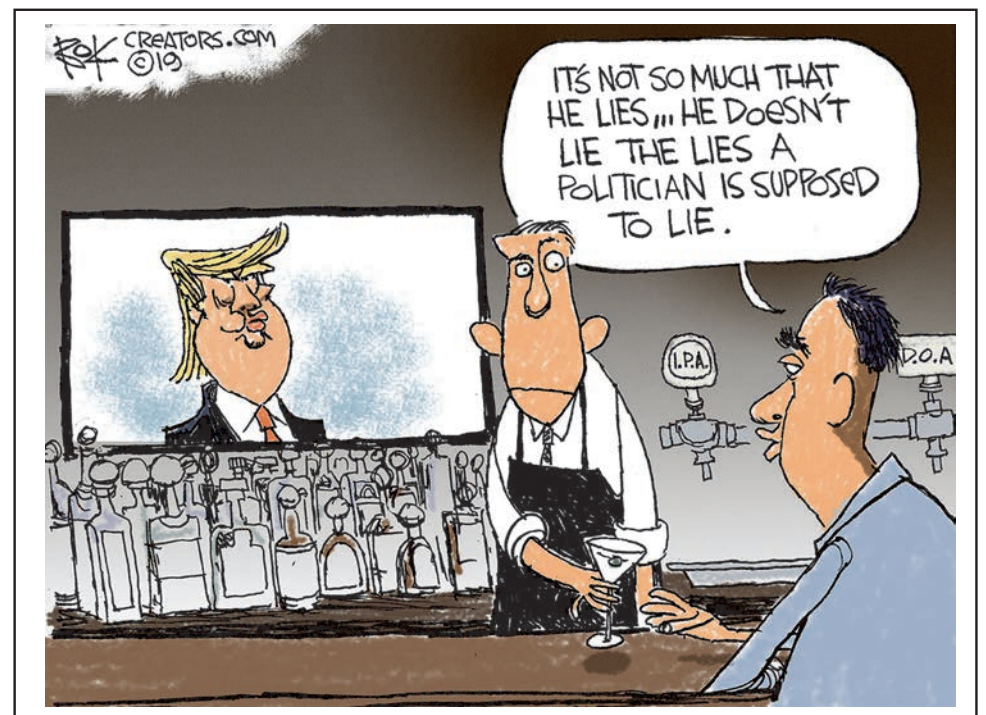
see ZAKARIA page 15



VERONIQUE
de RUGY



FAREED
ZAKARIA



CALENDAR

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time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

Aug. 7, 6:30-8 p.m.

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

Aug. 8-9

“Innovation Mindset,” a University of Utah event. Location is University of Utah Executive Education, 1731 E. Campus Center Drive, Salt Lake City. Cost is \$1,800. Details are at <https://eccles.utah.edu/programs/executive-education/product/creating-a-culture-of-innovation/>.

Aug. 8, 11:30 a.m.-1 p.m.

WIB Luncheon, a Davis Chamber of Commerce event. Location is 850 N. 2200 W., Layton. Cost is \$20. Details are at davischamberofcommerce.com.

Aug. 8, noon-1 p.m.

E-Commerce Platform Showdown, a Silicon Slopes event featuring a discussion about e-commerce platforms, including Magento, Shopify and WooCommerce. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Aug. 8, 6-9 p.m.

“Podcasting, YouTube and Social Media,” a Silicon Slopes event. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Details are at siliconslopes.com.

Aug. 8, 6-8 p.m.

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

Aug. 9, 7:30-8:30 a.m.

“Eggs & Issues,” a Murray Area Chamber of Commerce event. Speaker is Rosalba Dominguez, candidate for Murray City Council’s District 3. 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.

Aug. 9, 7:30 a.m.-noon

Small Business Nine-Hole Golf Tournament, a Salt Lake

Chamber event. Location is Stonebridge Golf Course, 4415 Links Drive, West Valley City. Cost is \$75, \$30 for bunch only. Sponsorships are available. Details are at slchamber.com.

Aug. 9, 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.

Aug. 9, 8:30-11:30 a.m.

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

Aug. 9, noon-1 p.m.

Silicon Slopes Town Hall, featuring Vivien and Fernanda Bohme, founders of Bohme. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Aug. 13, 10-11:30 a.m.

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

Aug. 14, 8 a.m.-noon

“Frontline Leadership Training: Speaking Up and Down the Organization,” a Small Business Development Center (SBDC) event. Location is Tooele Technical College, Board Room, 88 S. Tooele Blvd., Tooele. Cost is \$98. Details are at <https://clients.utahsbdc.org/events.aspx>.

Aug. 14, 6-8 p.m.

“Starting Your Business 101,” a Salt Lake Small Business Development Center (SBDC) event. Location is Salt Lake SBDC, Salt Lake Community College, MCPC 110, Sandy. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

Aug. 14, 6:30-8 p.m.

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

Aug. 15-16

“Women’s Leadership: Mastering Public Speaking,” a University of Utah event.

Location is University of Utah Executive Education, 1731 E. Campus Center Drive, Salt Lake City. Cost is \$1,800. Details are at <https://business.slchamber.com/events/details/university-of-utah-presents-women-s-leadership-mastering-public-speaking-11373>.

Aug. 15, 8:15 a.m.-3:30 p.m.

Utah Employers Summit, an Employers Council event. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$199 for members, \$239 for nonmembers. Details are at employerscouncil.org.

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

Chamber Luncheon, a Davis Chamber of Commerce event. Location is 525 Deseret Drive, Kaysville. Cost is \$20 for members, \$25 for guests. Details are at davischamberofcommerce.com.

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

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

Aug. 15, 5:30-8 p.m.

19th Annual “Celebrating Women in Business: Summer Social,” a Women’s Business Center Utah event. Location is Clubhouse SLC, 850 E. South

Temple, Salt Lake City. Cost is \$40 before July 16, \$60 July 16-Aug. 8, \$80 after Aug. 9. Details are at slchamber.com.

Aug. 16, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Jake Pehrson, Murray City Council candidate (District 3). Location is Anna’s Restaurant, 4700 S. 900 E., Murray. Free unless ordering from the menu. Open to everyone. Details are at murraychamber.org.

Aug. 16, 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.

Aug. 16, noon-1 p.m.

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

Aug. 20, 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.

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

Southwest Valley Women in Business. Location to be deter-

mined. Details are at southjordan-chamber.org.

Aug. 21, 7 a.m.-3 p.m.

2019 Chamber Golf Classic, an Ogden-Weber Chamber of Commerce event. Breakfast starts at 7 a.m., followed by shotgun

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ROBOCALL

from page 5

Solutions LLC, Marketing Consultation Solutions LLC and KimRain Marketing LLC.

Media Mix 365 LLC, doing business as Solar Research Group and Solar Nation, made illegal calls to develop leads for home solar energy companies. The FTC alleges that since at least 2015, Media Mix has called millions of phone numbers on the DNC Registry and has repeatedly or continuously called consumers with the intent of annoying, abusing or harassing them. The defendants allegedly called one number more than 1,000 times in a single year. The FTC alleges the California-based defendants were named in at least three other lawsuits, including two class action cases charging them with DNC Registry violations.

The FTC’s “one-stop shop” for consumers looking for information on what to do about robo-calls and other unwanted calls can be found at ftc.gov/calls. In addition to updated articles and infographics, consumers will find three new short videos about stopping unwanted calls.

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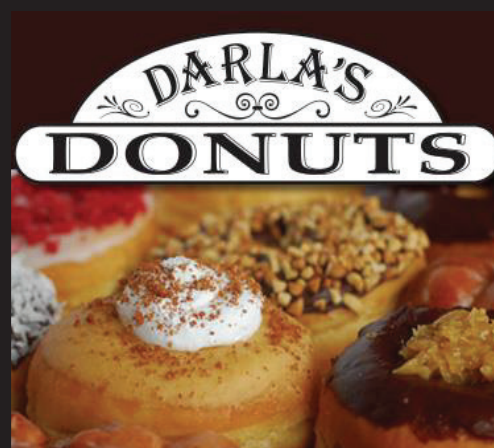
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CALENDAR

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start at 8 a.m. (four-man scramble format) and lunch and awards at 1 p.m. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Sponsorships are available. Details are at ogdenweberchamber.com.

Aug. 21, 8-9:30 a.m.

"Addiction at Work," part of the Legal Breakfast Briefing Series presented by Employers Council. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

Aug. 21, 8-9:30 a.m.

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

Aug. 21, 4:30-5:30 p.m.

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

Aug. 21, 5:30-6:30 p.m.

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

Aug. 21, 6:30-8 p.m.

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

Aug. 22

ACG (Association for Corporate Growth) Utah Golf Tournament. Activities begin with 7:30 a.m. breakfast and registration. Shotgun start is at 8:30 a.m. Lunch and awards follow play. Location is Englewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers, \$1,000 for a four-some. Sponsorships are available. Details are available by contacting Linda Blake at linda@acgutah.org.

Aug. 22, 7-8:30 p.m.

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location to be announced. Free for members, \$10 for nonmembers. Details are at <http://www.utahhcc.com/>.

Aug. 23, 7:30-8:30 a.m.

"Eggs & Issues," a Murray Area Chamber of Commerce event. Speaker is Dave Davis of the Utah Food & Retail Association. 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.

Aug. 23, 9 a.m.-6:30 p.m.

2019 Utah DMC Annual Conference, a Utah Digital Marketing Collective event. Location is Megaplex Theatres at Jordan Commons, 9335 S. State St., Sandy. Cost is \$299 for early-bird tickets, \$399 for standard tickets through Aug. 3, and \$449 thereafter. Details are at <http://www.utahdmc.org/dmc-2019>.

Aug. 23, 9-10 a.m.

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

Aug. 23, 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.

Aug. 27, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost is \$20 for members, \$30 for nonmembers. Details are at ogdenweberchamber.com.

Aug. 27, 6-8 p.m.

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

Sept. 3, 11:30 a.m.-1 p.m.

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

Sept. 3, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a South Jordan Chamber of Commerce event. Location to be determined. Details are at southjordanchamber.org.

ARTS

from page 1

sented us with the opportunity to quantify the impact of the arts in our state, to better support our corporate recruitment and retention efforts."

The profile indicates that 79,328 people work in the creative industry in Utah, accounting for 2.6 percent of the state's total workforce. Compared to the rest of the U.S., Utah has an above-average concentration of dancers, actors, photographers, musicians and singers, and art directors. Utah also is eighth among states for the percentage of arts-related businesses. It has about 7,000, which equates to 2.38 arts-related businesses per 1,000 residents.

A 2016 study conducted by the National Endowment for the Arts indicated Utah had the highest participation in the arts nationally. Also noteworthy is that Salt Lake City is one of the only markets its size to have a full-time symphony, ballet and opera.

The arts industry study was undertaken following a business survey EDCUtah conducted with the Salt Lake City Department of Economic Development.

"We discovered that the arts and entertainment scene is a driver of Salt Lake City's net promoter score," said Matt Hilburn, EDCUtah vice president of marketing and research. "The city's cultural offerings influence a company's likelihood to expand within the city rather than leave, when faced with an expansion opportunity. ... Companies that are prospects for expansion into Utah are leaning more toward employee-centric metrics, rather than the cost-centric measures of the past few years," Hilburn said.

"It has been said in the economic development industry that focus on arts and culture is not a driver for decision-making, but we are seeing more and more that it is," said Lara Fritts, director of Salt Lake City's Department of Economic Development. "People want to live and work in cool and unique places. We know from SLC's business survey that arts and culture not only attracts organizations to our city and state, but helps in retaining businesses and workforce as well."

The arts profile, available at <http://edcutah.com/research>, joins other EDCUtah profiles focused on aerospace, data centers, financial services, life sciences, advanced materials, headquarters and shared services, information technology, outdoor products, fintech, manufacturing and distribution.



CLASSIFIED

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.

VSL

from page 3

Lake area and are optimistic for another opportunity to welcome the world to Utah's capital city by hosting another Olympic Games."

According to VSL, the Sports Commission's accomplishments in 2018 included partnering with national and international televised events that provided Utah's tourism efforts an estimated \$40 million in media value. Through partnerships with Olympic national governing bodies, it was instrumental in bringing to Utah 23 Olympic-related events, including USA Climbing Bouldering Nationals, USA Boxing National Championships, Olympic trials for short track speedskating and nordic jumping, USA Taekwondo National Championships, three USA Gymnastics competitions and many more.

The Utah Sports Commission recently landed the Vans World Finals Skateboard event for 2019, one of the world's major skateboard events, and finalized

a five-year agreement to bring six Ironman events to Washington County with an projected economic impact of \$80 million. Included is the 2021 70.3 World Championship, which is expected to generate more than \$25 million in direct attendee spending.

NO. UTAH

from page 1

"I look forward to working with Davis and Weber county stakeholders and leveraging the resources of the state and EDCUtah to help bolster the economy in Northern Utah," Roybal said. "The two-county region has considerable assets to help attract and retain businesses."

"The Davis and Weber counties region is business-friendly and boasts a high-quality workforce," said Theresa Foxley, president and CEO of EDCUtah. "We're ready to provide the new entity with the marketing, research, community development and administrative resources needed to succeed."



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GRAHAM

from page 4

erful pickup truck with its own message. Much of what we buy is to make a statement.

9. To feel we're somebody. Kit Yarrow, the author of *Decoding the New Consumer Mind*, describes the big change that's occurred in how we shop and our reasons for buying. "Most notable is an increased emphasis on the fundamental need to be seen, respected and connected," says Yarrow.

10. To reward ourselves. While it's obvious that Starbucks sells coffee, that's misleading. What they sell are low-cost rewards. It's easy to drop \$4 plus for a latte and not much less for a Tall coffee. But the cost is small compared to shoes, jeans, a getaway vacation, a dinner out or some other splurge. We reward ourselves to fit our finances, but never get around to adding it all up. One report indicates that the average person spends over \$700 a year on coffee alone.

Customers respond positively when they believe salespeople understand them. When this doesn't occur, they're *unsatisfied* and they leave. Something is missing and piling on reasons for saying "yes" is useless. Information overload only makes it worse. Once an emotional need is met, the facts make sense and the sale closes.

John Graham of GrahamComm is a marketing and sales strategy consultant

and business writer. He is the creator of "Magnet Marketing," and publishes a free monthly e-bulletin, "No Nonsense Marketing & Sales Ideas." Contact him at johnrgraham.com.

ZAKARIA

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should not be able to use asylum claims as a way to work in America. There needs to be much greater cooperation with the home countries of these applicants rather than insults, threats and aid freezes. No one fix will do it, but we need the kind of sensible bipartisan legislation that has resolved past immigration crises.

Democrats have spent most of their efforts on this topic assailing the Trump administration for its heartlessness. Fine. But that does not address the roots of this genuine crisis. If things continue to spiral downward and America's southern border seems out of control, Trump's tough rhetoric and hardline stands will become increasingly attractive to the public. Keep in mind that the rise of populism in the Western world is almost everywhere tied to fears of growing, out-of-control immigration.

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