

Focus



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Cal.-based healthcare tech firm bringing 500 new jobs to Utah

Brice Wallace
The Enterprise

A healthcare technology company will create 500 jobs in Salt Lake County during the next few years.

Castlight Health Inc. made the announcement last week after being approved for a \$920,387 tax credit incentive by the Governor's Office of Economic Development (GOED) board, meeting in Park City. The incentive is tied to 235 jobs created over the next five years that will pay an average of \$95,000.

Founded in 2008 and based in San Francisco, publicly traded Castlight also has locations in Sunnyvale, California, and Charlotte, North Carolina. It offers a technology platform to large, self-insured em-

ployers, allowing those companies to offer subscriptions to their employees, who can use the technology to comparison-shop for healthcare services by using price tools to see the costs of surgeries and other medical services offered by different providers. The company has more than 260 customer companies and 20 million users.

Castlight stock is traded in the New York Stock Exchange. For the second quarter ended June 30, Castlight reported a net loss of \$8.4 million, or 6 cents per share, on revenues of \$35.9 million.

Castlight has yet to select a site in Salt Lake County. It considered several other locations in California and elsewhere before selecting Utah for the project that will open

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Ventum Racing, a maker of high-end racing bicycles for triathletes, is moving its manufacturing facility and headquarters to Heber City.

Bike manufacturer moving to Heber, hiring 32 workers

Ventum Racing, a manufacturer of high-performance racing bicycles, has announced that it is moving from Miami Beach, Florida, to Heber City. In conjunction with the move, the company also announced a major round of Series A funding, allowing it to relocate and hire 32 new employees in Utah this year. The funding will also be used in the development of new products, including off-road bicycles, according to a release from Ventum.

"Our decision to move Ventum headquarters to Utah comes after years of searching, trying out and negotiating with candidate locations," said Ventum CEO Diaa Nour. "Founding the company in Miami was a simple decision. That's where I lived, so that's where we started. This time around, it was a strategic decision. We needed to find a location where we could be close to our customers, hire great people to join our team and have room to grow. Our new home in Utah meets all of those criteria, plus having the mountains and trails right outside is going to come in handy for the bikes we're working on next."

Last year, Ventum was named the official global bicycle partner of the famed Ironman competition. As part of that agreement, Ventum is the official bike supplier for the Ironman World Championships and the Ironman 70.3 World Championship.

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Jordan Landing in West Jordan will undergo a major redevelopment with new common areas and a number of additional retail and dining tenants, according to owner CenterCal Properties.

CenterCal partners with Phoenix firm to revamp Jordan Landing

CenterCal Properties, owner of West Jordan's Jordan Landing retail and entertainment center, has announced a partnership with Foursquare Properties and BIG Shopping Centers USA Inc. to launch an extensive redevelopment project at the 20-year-old property. CenterCal expects the project to enhance the property's visiting, dining, shopping and community-gathering experience.

BIG Shopping Centers USA Inc. is a subsidiary of the Israeli parent company BIG Shopping Centers Ltd., a real estate company. BIG USA is a full-scale retail shopping center company based in Phoenix,

Arizona, with over \$1.2 billion in U.S. assets.

With the 24-screen Cinemark Theatre as its anchor, The Plaza at Jordan Landing (previously called the Entertainment Village) will include family-friendly features such as a splash-pad area with pop-up jets and fountains, fire pits, outdoor seating and soon-to-be-announced additional dining option.

Jordan Landing has also announced a number of new tenants, including At Home



Pleasant Grove's Dental Intelligence buys Arizona software company

Dental Intelligence, a Pleasant Grove-based developer and marketer of dental practice management software, has acquired LocalMed of Scottsdale, Arizona. LocalMed markets a real-time online scheduling platform. Dental Intelligence said in a release that it will now employ LocalMed's tools to find and reach out to unscheduled, higher-value patients in order

to increase the volume and quality of scheduled appointments.

"We are thrilled with this historic acquisition," said Weston Lunsford, CEO of Dental Intelligence. "LocalMed has cracked the code on helping dental practices resolve an enormous and universal challenge: How to keep their schedule full and keep their providers engaged in treating the pa-

tients most in need of care. Now, using our industry-leading practice insights and powerful data mining, these combined solutions will identify patients with unscheduled treatment who are most likely to schedule appointments when invited through electronic outreach to do so."

"The combination of Dental Intelligence and LocalMed will

give the dental community insight and action that has never been available before," said LocalMed CEO Keith English. "While each platform standalone provides incredible ROI for dental offices, the combination of the two platforms will offer the ability to automatically identify and take advantage of the best opportunities for the office to maximize their revenue and be the most efficient practice possible."

"We're also excited to welcome the incredible LocalMed team to our family," Lunsford added.

"They join Dental Intelligence in our commitment to helping thousands of dental practices to provide more and better dentistry to their patients."

Dental Intelligence and LocalMed will continue as independent firms and will continue to directly support their respective products. Going forward, these combined entities will collaborate in the development and implementation of new technology with the goal of improving patient care, team collaboration and practice profitability, Lunsford said.

Connecticut firm purchased by Biomerics

Biomerics, a Salt Lake City-based contract manufacturer for the interventional medical device market, has acquired Northeast Laser and Electropolish (NLE) of Monroe, Connecticut. NLE provides contract manufacturing, laser processing, machining and metal finishing services to a wide range of medical device manufacturers across the U.S. The deal will create a metals division of Biomerics that the company will call Biomerics NLE.

NLE has over 25 years of experience in the medical device industry. Its founders, Rich Rosselli and Kurt England, started with one laser marking system that has grown into a full-service provider of laser processed assemblies.

"It is that commitment to customer service and our employees that have been at the core of this company," said Rosselli. "We will stay focused on bringing that high level of service and employee commitment into this partnership. We

are excited about what the future holds and are confident the partnership will advance our growth strategy while providing additional services for our customers."

Biomerics will merge its Advanced Laser processing operations located in Brooklyn Park, Minnesota into the newly formed Biomerics NLE division with plans to expand the division's services and capabilities. "Biomerics NLE will be the 'Center of Excellence' for Biomerics metals operations," said Dave Liebl, president of Biomerics Advanced Laser. "The addition of NLE capabilities to the Biomerics group fills an unmet need for our customers. We are committed to growing this division geographically as well as adding additional metal processing capabilities, including CNC machining, Swiss machining, grinding, wire processing and secondary metal finishing."

"This merger is the next step in our vision to become a vertically

integrated leader in the attractive minimally invasive interventional and surgical medical device market," said Biomerics' CEO, Travis Sessions. "We welcome NLE employees to the Biomerics family and look forward to the new capabilities we can offer customers."

Biomerics offers a complete line of manufacturing capabilities, including materials, extrusion, injection molding, balloon manufacturing, braiding, metal processing and device assembly at its locations in Utah, Minnesota, Texas, Indiana, Connecticut and Puerto Rico. The company has more than 1,200 employees. The company is a mid-market medical device manufacturer specializing in the design, development and production of medical devices for interventional procedures in the cardiovascular, structural heart, cardiac rhythm management, electrophysiology, neurovascular, vascular access and gastrointestinal/urology markets.

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in 2020.

"It's a super-exciting company [and] a super-exciting project for us in corporate recruitment," Thomas Wadsworth, GOED associate managing director, told the board.

Wadsworth noted the company's commitment to corporate social responsibility and diversity and inclusion initiatives and said Castlight will boost a pair of the state's industry clusters.

"As we've talked about our six strategic clusters in the state, this is a cross-over between two industries that we're really competitive in — healthcare and also technology — and we've also seen this burgeoning health tech ecosystem here, so this will be added to that," he said.

A company representative told the board that the Castlight was attracted to Utah because of the state's quality of life and its skilled workforce.

"We are excited to open Cas-

tlight's 'Center of Excellence' in Utah," Siobhan Nolan Mangini, president and chief financial officer of Castlight, said in a prepared statement. "The Salt Lake City area provides access to a talented workforce that will enable us to deliver innovative healthcare technology solutions to our customers. We want to thank the Governor's Office of Economic Development for helping us find the right home for Castlight's newest location."

The \$3.1 million project is expected to result in new wages of nearly \$115.9 million over five years and new state tax revenue of \$4.6 million during that period. The incentivized jobs include those focused on sales, marketing, business development, IT services and quality assurance, among others. The non-incentivized jobs will include those in call center activities.

"Castlight Health will be a great addition to Utah's growing healthcare and technology industry sectors," said Val Hale, GOED executive director. "Healthcare is important to Utahns, and we're glad Castlight chose Utah."

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The Ironman Triathlon is one of a series of long-distance races organized by the World Triathlon Corp., consisting of a 2.4-mile swim, a 112-mile bicycle ride and a marathon 26.22-mile run, raced in that order and without a break. The Ironman North America championship was held in St. George in May.

Over the next five years, Venum projects to increase sales to over 40,000 bikes across road and triathlon segments as well as new market products. All Venum bikes sold in the United States will be assembled at the Heber City location. Venum is also exploring moving some of its manufacturing operations to Utah from overseas, the company said. Components used in Venum bikes are currently

sourced from around the world, including from Utah, as well as Switzerland, Japan and Denmark.

In 2015, Venum released the Venum One, a triathlon bike with an unconventional design. The Venum One demonstrated significantly better aerodynamic performance than the closest competing bicycle in wind tunnel testing. In 2016 and 2017, athletes riding Venum bikes in the Ironman World Championship finished the bike portion of the race an average of 18 minutes faster than competing brands, Venum said.

"When we released the Venum One, there were a lot of skeptics. But once they saw the Venum One's performance, other bike companies rushed to create non-traditional triathlon bikes, too," Nour said. This year the company released its first road-racing bike, the NS1.



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Starks to leave presidency of Jazz, become head of all LHM operations

The president of the Utah Jazz has been named the CEO of the Larry H. Miller Group of Companies.

Steven E. Starks will leave his position as president of the Jazz and LHM Sports & Entertainment after serving for four years to become CEO of the Miller Group and an executive member of its board of directors. The move is effective Aug. 12.

"Following a rigorous, national and internal search, it was apparent to the board and the Miller

family that Steve has a deep understanding of and commitment to our company's 40-year heritage, values and culture," said Gail Miller, chairman and owner of the Miller Group.

"For more than a decade, he has demonstrated strong leadership capabilities as the head of several of our diverse businesses, leading operations and commercial functions, and prioritizing the customer experience and talent development. Steve will be responsible for the overall design and execu-

tion of our long- and short-term business strategies and has articulated a strong vision to ensure we continue to be the best place in town to work and to do business."

The Miller Group, based in Sandy, is a privately owned, family business with more than 10,000 employees at businesses across the U.S. Its focus falls within six primary categories: automotive, sports, entertainment, finance, insurance and real estate.

"I believe in the LHM mission to enrich lives and I am humbled

and honored to be entrusted with this new responsibility," Starks said. "I have a strong appreciation for the talented team behind our everyday successes, and I enjoy the diversity of our portfolio and industries. I look forward to working closely with Gail, the board of directors and the Miller family to ensure we operate consistently with our guiding principles and lead with the future in mind."

Starks will succeed Clark Whitworth, who stepped down from the Miller Group in January to become a mission president for The Church of Jesus Christ of Latter-day Saints in Mexico. Whitworth was with the organization for 31 years, including four years as CEO.

Don Stirling, an executive vice president of LHM Sports & Entertainment, will assume the role of interim president for that entity and the Utah Jazz business operations until the position is filled.

Despite leaving as president of the Jazz and LHM Sports & Entertainment, Starks will remain involved with Jazz basketball operations and continue to serve as an alternate member of the NBA Board of Governors. During his time as president, Starks also oversaw the Salt Lake City Stars, an NBA G League team; the Salt Lake Bees, a Triple A affiliate of the Los Angeles Angels; Vivint Smart Home Arena; Megaplex Theatres; the Tour of Utah professional cycling race; and The Zone Sports Network.

After joining the organization in 2007, he held several leadership roles, including executive vice president of LHM Management Corp., where he oversaw Total Care Auto Powered by Landcar and Saxton Horne Communications, as well as developed a merger and ac-

quisition strategy for LHM dealerships and the company.

Stark previously had worked for Gov. Jon Huntsman Jr., where he helped manage the governor's transition team and led the Utah Policy Partnership aimed at improving efficiencies within state government.

In other roles, Starks is a board member of Silicon Slopes; recently completed his term as 2018 chair of the Salt Lake Chamber Board of Governors; served on the Board of Trustees at Weber State University from 2007-2017; and was a trustee for The Road Home from 2013-14. He graduated from Weber State with a bachelor's degree in integrated studies and completed an executive education program at Harvard's Kennedy School of Government.

Opendoor launches operations in Salt Lake

Opendoor, a five-year-old company that buys homes directly from owners for resale in several markets in the U.S., is coming to Salt Lake City. The company has begun hiring its local staff with the intent of launching operations locally later this year.

In a press release, the company outlined its business model. "Starting later this year, homeowners in Salt Lake City ... will have the ability to sell their homes

directly to Opendoor for a competitive price, skipping the hassle and uncertainty that comes with open houses, showings and listing on the market. Local homeowners will be able to get a free, no-obligation offer on eligible homes within 24 hours and close on a timeline that works for them. After Opendoor purchases a home, we then take ownership of it and handle any necessary repairs before we relist the home and find

the next buyer."

Opendoor transactions are handled by an online app for both buyers and sellers. Once Opendoor buys a home and prepares it for market, potential buyers can unlock and tour any Opendoor home in-person from 6 a.m. to 9 p.m. seven days a week without an appointment. The company recently announced that it has facilitated the purchase of 50,000 homes.

Whitaker Construction buys Idaho contractor

Whitaker Construction Co., a Brigham City-based contractor that is owned by its employees, has acquired Das-co of Idaho Inc. Both companies specialize in underground utility construction. As part of the transaction, Das-co will also become an employee stock ownership plan (ESOP) company.

"For us, Das-co is a new market, specializing in similar underground utility services of natural gas and telecommunication construction, allowing for additional growth opportunities in the sewer,

water and heavy civil segments," said Mike Whitaker, president of Whitaker Construction. "It's also a chance to grow our ESOP and help a company that was looking to transition to employee ownership."

The shift to employee ownership was what made the deal attractive to Das-co, said Jeff Dancer, president of Nampa, Idaho-based firm. He had been researching ESOPs when he met Whitaker, he said.

"There's not only pride and motivation in employee owner-

ship," Whitaker said, "but work can be completed at a higher level of quality and efficiency because we can share specialized equipment, experienced project planning teams and professional work crews."

Whitaker started its family-owned business in 1953 and today has 400 employee-owners serving clients in Utah, Idaho, Nevada, Wyoming, Oregon and Colorado. Founded in 1970 Das-co brings 135 employees to the Whitaker staff.

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LANDING
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and Burlington, which have already opened, as well as upcoming new offerings such as Dick's Sporting Goods, Lucky 13 (a hamburger dining location), Crumbl cookie shop, Rita's Italian Ices and O'Crab Cajun seafood restaurant. Also recently opened at Jordan Landing are Altitude Trampoline Park near the Cinemark Theatres, Xfinity by Comcast, Kay Jewelers and a Roxberry smoothie and juice restaurant.

"Jordan Landing has been an integral part of the West Jordan community for many years, and our redevelopment project will enhance our guests' experiences at the property," said Russell Grosse, CEO of Foursquare Properties. "CenterCal's strong capability in leasing will help us to continue to build on our long legacy of community involvement."

"It has been my distinct privilege to be both a friend of Russell Grosse, and his business associates at Jordan Landing, for many decades," said Fred Bruning, CEO of CenterCal Properties. "Rusty was one of the first visionaries to understand the tremendous potential and spe-

cial nature of the West Jordan community and his vision paved the way for the creation of one of Utah's largest and most creative retail centers. After these many years, we are privileged to work with Foursquare Properties and BIG USA as they continue to reimagine the Jordan Landing project, to ensure its ongoing success and its rightful place as one of Utah's most outstanding retail and mixed-use centers. Great things are in store for Jordan Landing!"

Foursquare Properties and BIG USA will work with CenterCal Properties to assist in the leasing of the property. CenterCal's properties include Station Park in Farmington; Mountain View Village in Riverton; The Village at Meridian in Meridian, Idaho; The Veranda in Concord, California; and Bridgeport Village in Tigard, Oregon.

Jordan Landing is a 1.8-million-square-foot, mixed-use development built within a master-planned community of the same name. The property features an array of retail, including clothing, electronics, home furnishings and many others. National anchor stores include At Home, Cinemark, Super Walmart, Sam's Club, Lowe's, Target, Kohl's, Ross, Best Buy, Barnes & Noble, Michael's and PetSmart.



Construction continues last month on the Hilton Hotel which is a part of a major retail, entertainment and housing project in downtown St. George. The Southwest Utah community was named the nation's top job-growth market by online financial website 24/7 Wall St.

St. George job growth tops nation

St. George is the top U.S city for job growth over the past five years, according to online financial magazine 24/7 Wall St. The booming Southwest Utah community was followed in the ranking by Bend-Redmond, Oregon; Reno, Nevada; the Nashville-Davidson-Murfreesboro-Franklin area of Tennessee; and Provo.

The website examined the job growth in 20 cities across the country between May 2014 and May 2019. During this time, St. George's workforce grew 25.7

percent. This translated to an additional 15,000 jobs as mid-2019 saw over 74,000 people employed in Washington County versus the mid-2014 figure of 59,000 residents employed. While there has been employment gain across the board, a majority of the St. George gains were in the trade, transportation and utility industries.

Unemployment in St. George was reported at around 2.9 percent, in line with state figures while the national average was at

3.4 percent. Job growth across the nation over the past five years has been 7.3 percent. Employment in the cities in 24/7 Wall St.'s leaders rose between 16 percent and 25 percent. All of those cities were in the southern and western United States.

Among the factors listed for the rise in jobs was St. George's rising population. Earlier this year, the U.S. Census Bureau ranked the St. George metro area as the third-fastest-growing city in the country.

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Survey: Business owners optimistic as revenues rise, aren't worried about trade wars

Business owners showed a rise in optimism in the latest quarterly Wells Fargo/Gallup Small Business Index, conducted July 8-12. The overall optimism score rose seven points to 136, as owners in the third quarter (Q3) continued to report strong revenues. A majority also expressed little concern that their businesses would be affected by U.S. trade and tariff policies.

Business owners continued to indicate strong optimism about their present and future financial situations, with optimism scores of 64 and 72, respectively. Confidence in revenue rose from last quarter, as 58 percent of respondents reported increases in the past 12 months and 64 percent said they expect increases in the coming year, representing a 6 percentage-point increase for both metrics. When asked how they would rate the current state of the U.S. economy, 70 percent said either "good" or "excellent," an increase of 7 percentage-points from the second quarter. Meanwhile, the number of business owners who said the economy is on the right track for them to grow their business in the coming 12 months increased by 10 points to 61 percent.

Owner interest in credit stood out in the Q3 survey, as one third (33 percent) of business owners said they are planning to apply for new credit products (such as a business credit card, line of credit or loan) in the next 12 months, which marks a 7 percentage-point increase from Q2. In addition, only 3 percent of business owners cited credit availability as a top challenge. The quarter saw slight dips from the previous quarter in reported ease of obtaining credit in the past 12 months and expectations for the next 12 months (5 and 2 percentage-point decreases, respectively).

"Aside from providing a snapshot of the landscape for business owners, the Small Business Index gives us a chance to see how these owners are responding to the economy and how they need to be supported moving forward," said Casey Dorsey, Wells Fargo small-business segment and strategy leader. "Gaining insights into business owners' key challenges, their interest in financial tools like credit and their expectations for growth provide a glimpse of their business or market — and also the economy as a whole."

The third-quarter survey specifically looked into how owners viewed the impact on their businesses of recent trade and tariff policy changes. When asked how much they think the current trade and tariff situation will directly

affect their business, two-thirds (66 percent) said very little or not at all. When asked how the current situation would affect various business decisions, 76 percent said their hiring plans would not change even if the cost of goods increases. Similarly, 69 percent said they would not change their expansion plans even if the policies result in an increased cost of

goods. The survey also asked how closely owners followed news about trade and tariff policies. Eight-two percent said they were following it somewhat or very closely.

"While news and changes in trade and tariff policies traditionally affect larger companies more heavily, it is notable that small-business owners continue to make

improvements in the current climate," said Mark Vitner, senior economist at Wells Fargo. "While there are certainly concerns of the effects of current interaction with the global economy, this data indicates a continued level of resilience in the U.S. economy and specifically among small-business owners."

For the second consecutive

quarter, business owners highlighted attracting customers and new business as their top challenge, with 16 percent putting it at the top of the list. Although a majority of owners indicated little concern about the impact of trade and tariff policies, the avail-

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ARTS/ENTERTAINMENT

• **Wiseguys Comedy Club** at The Gateway in Salt Lake City has opened **The Lounge at Wiseguys**, a bar and restaurant offering appetizers, entrees and drinks. It is located next to Wiseguys Comedy Club and will be open to patrons 21 and older. It features oversized couches, bar stools, flat-screen TVs, a stage and unique comedy memorabilia. The site also will host live entertainment shows and is available for private parties and corporate events.

• **Spy Hop**, a nonprofit youth media arts organization, and the **Redevelopment Agency (RDA) of Salt Lake City** recently had a groundbreaking ceremony for Spy Hop's new headquarters at 208 W. 900 S. in the RDA's West Temple Gateway Project Area. The 22,000-square-foot building will house Spy Hop's offices, programming and classroom space, production facilities, and a community event and performance venue. Spy Hop was selected through a public, competitive process by the RDA, which specifically sought out a community-oriented organization to redevelop the surface parking lot on the northwest corner of 200 West and 900 South, a key intersection in the Central Ninth neighborhood. Since 1987, the RDA has been working in Central Ninth's encompassing West Temple Gateway Project Area to improve infrastructure, create connectivity, increase transportation access, and support the development of

neighborhood-scale commercial and residential buildings. The Spy Hop project was designed by **Atlas Architects** and will be built by **Okland Construction**. The project received financing through **Ally Bank**. Financial support came from the state of Utah and several foundations.

ASSOCIATIONS

• The **Sandy Area Chamber of Commerce** has moved its office to the new Mountain America corporate



headquarters at 9800 S. Monroe St., Suite 806, Sandy.

BANKING

• **Zions Bank**, Salt Lake City, has promoted **Annette Brooks** to president of its suburban Salt Lake region. Her responsibilities include overseeing branch operations and business development at 18 branches in Salt Lake County. Brooks joined Zions Bank in 1986 as a commercial relationship manager for



Annette Brooks

Davis County. She has also served as commercial relationship manager for the Women's Financial Group and for the Salt Lake City area. Most recently, Brooks was retail lending manager for the bank's Cottonwood region.

CONSTRUCTION

• **Sunroc Building Materials**, an Orem-based building materials company serving Utah and Idaho, has changed its name to **Sunpro**. The company said the change "more accurately reflects what the company is: a building materials supplier who serves the pro-contractor/builder." It also will help Sunpro differentiate itself from sister company Sunroc Corp. Sunpro is a subsidiary of Clyde Companies Inc.

DIVIDENDS

• The board of directors of **People's Utah Bancorp**, American Fork, has declared a quarterly dividend payment of 13 cents per common share. It is payable Aug. 12 to shareholders of record Aug. 5.

• The board of directors of **Overstock.com**, Salt Lake City, has declared a dividend payable in shares of its Digital Voting Series A-1 Preferred Stock. The dividend's record date is Sept. 23 and the distribution date is Nov. 15. The dividend will be payable at a ratio of 1:10, meaning that one share of Series A-1 will be issued for every 10 shares of common stock, Series A-1 or Voting Series B Preferred Stock held by all holders of such shares as of the record date.

ECONOMIC INDICATORS

• **Utah** ranks seventh in **Thumbtack's** eighth annual **Small Business Friendliness Survey**, which ranked 49 states and 44 cities with grades from A+ to F. Utah earned an A+ for overall small-business friendliness. The factors included licensing requirements, tax regulations, and labor and hiring regulations. More than 5,000 small-business owners were surveyed nationally. Utah was ranked No. 5 last year and this year scored higher than neighboring states Nevada (C+) and Idaho (A). Small-business owners also gave Utah an A+ for ease of starting a business; an A for government websites; a B for licensing; a B-minus for both regulations and employment, labor and hiring; a C for tax code; and a D+ for both

ease of hiring and training and networking programs. Details are at www.Thumbtack.com/UT.

• **Utah** is No. 17 in a ranking of "**States With the Most Affordable Home Health Care**," compiled by **SeniorLiving.org** and using data from the U.S. Census Bureau, Genworth and the Centers for Medicare and Medicaid Services. Utah patients spend 87.1 percent of their annual household income on care inside the home. By comparison, Washington residents spend 145.4 percent of their annual household income. The most-affordable state was Maryland, at 64.5 percent. Nationally, by 2027, spending on healthcare inside the home is projected to increase by 72 percent to \$200 billion per year.

• **Monument Valley** is Utah's most affordable place to live and **Springdale** is the least affordable, according to rankings compiled by **UnitedStatesZipCodes.org** and based on U.S. Census Bureau data to compare local home prices with local incomes to determine housing affordability. Following Monument Valley on the most-affordable list is **Tridell, Hinckley, East Carbon** and **Delta**. Following Springdale on the least-affordable list is **Rockville, Kanarrville, Park City** and **Dammon Valley**.

EDUCATION/TRAINING

• **Weber State University** has selected **Enrique Romo** as assistant vice president for student affairs. Romo joined Weber State in 2015 as the executive director for access and diversity. In that role, he supervised various programs and initiatives that help underrepresented students access higher education and increase overall retention and graduation rates. Romo will assist in the overall management of the Division of Student Affairs as well as continue to lead access and diversity. He previously worked at the University of Texas at Austin in a variety of positions, including as director of Project MALES (Mentoring to Achieve Educational Success) and the Texas Education Consortium for Male Students of Color.



Enrique Romo

Zions Bancorporation will have installed 29 electric vehicle charges at four major employee hubs in Salt Lake City and West Valley City, allowing its employees to recharge their vehicles during the work day. Working with the nonprofit organization **Leaders for Clean Air** and through an incentive from **Rocky Mountain Power**, Zions Bank began the project in 2018 with the installation of four charging stations at its Salt Lake Service Center at 2200 S. 3270 W., West Valley City. In June and July, the company installed 17 chargers at two corporate buildings in Salt Lake City: the Stonewater building, 255 N. Admiral Byrd Road, and the Utah Service Center, 1875 S. Redwood Road. This month, eight additional chargers will be placed at its Redwing building, 2460 S. 3270 W., West Valley City. Charging is offered for free to all Zions Bancorporation employees, their families and on-site guests who would like to charge their electric plug-in vehicle during business hours.

EXPANSIONS

• **Layton Construction**, Sandy, has opened an office in Denver. It is the company's 11th office. Layton has been building in Colorado for more than 15 years and has extensive experience in the healthcare market in Denver. Layton recently broke ground on a 216-room, 11-story boutique hotel near Denver's Union Station. Layton has completed projects in more than 40 states.

• **Amp Human**, a Park City-based lotion company, has received approval by **Health Canada** to launch in that nation. Canadian regulators approved PR Lotion as a natural health product.

INTERNATIONAL

• **World Trade Center Utah** will lead a delegation of Utah life science companies to exhibit at the **MEDICA Trade Show** in Düsseldorf, Germany, on Nov. 18-21. The show is the world's largest event for the medical sector, with more than 5,100 exhibitors from 70 countries. WTC Utah is providing a booth dedicated to Utah companies, and STEP Grant funding is available for companies that qualify. Details about the grant are at <https://wtcutah.formstack>.

ENERGY

• By the end of August,

see BRIEFS next page



Industry Briefs

from previous page

com/forms/step_grant_fy19_application.

• The government of **Baja, Mexico**, will take on an Aug. 19-21 trade mission, a group of up to 10 Utah businesspeople interested in conducting business in Tijuana and others cities of the state for their manufacturing operations in the U.S. Meetings will be held with government officials as well as entrepreneurs. Local hotel costs and transportation will be covered by the organizers. Participants would only need to pay for their airfare between Salt Lake City and San Diego. More information is available by contacting Patricia Cortés, deputy consul of Mexico, at pcortes@sre.gob.mx.

INVESTMENTS

• **Curza**, a Salt Lake City-based privately held small-molecule drug development company, has received a \$5.25 million investment from the **REPAIR Impact Fund**. The company, a spinout from the University of Utah, said the proceeds will be used to advance its CZ-02 program, which targets multi-drug-resistant gram-negative infections. The REPAIR Impact Fund was established in February 2018 by Novo Holdings A/S with \$165 million focused on investments in companies and projects aiming at combating antimicrobial resistance.

• Private equity firm **DW Healthcare Partners**, with offices in Park City and Toronto, has closed its fifth fund. The fund was oversubscribed and met its cap of \$610 million in total capital commitments. This brings DW Healthcare Partners' total capital under management to \$1.43 billion. DW Healthcare Partners has invested in 34 platform companies and 52 add-ons since 2003. DW Healthcare Partners V LP will partner with founders of exceptional middle-market healthcare companies. Fund V currently has one platform investment, Cefaly. **M2O Private Fund Advisors** acted as DW Healthcare Partners' placement agent, and **Kirkland & Ellis LLP** acted as legal counsel.

OUTDOOR PRODUCTS/ RECREATION/SPORTS

• **Snowbird** has appointed **Tess Hobbs** as director of

marketing. Hobbs will oversee



Tess Hobbs

the resort's advertising, branding, events, communications and partnerships. Hobbs has more than a decade of marketing experience and most recently served as assistant director of marketing at Snowbird. Prior to Snowbird, Hobbs was director of marketing and public relations at Snowbasin Resort, marketing and communications manager at Woodward Tahoe and Boreal, and action sports marketing manager at Killington Resort.

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PHILANTHROPY

• **AvantGuard Monitoring Centers**, Ogden, and the **AG Cares Foundation** are working on a project to donate school supplies to **Lifting Hands International**, a nonprofit organization that helps support and provide for refugee families. Company employees are donating school supplies that will be organized and built into "school kits" for refugee children. The kits will be donated to Lifting Hands International on Aug. 16. Since 2016, Lifting Hands has supplied aid to 250,000 refugees through their volunteers. Some of the areas where they supply aid are Jordan, Lebanon, Somalia, Bangladesh and the southern U.S. border.

REAL ESTATE

• **The Ensign Group Inc.**, based in California, has acquired the real estate and operations of **The Terrace at Mt. Ogden**, a skilled nursing facility with 114 beds in Ogden. Financial

terms were not disclosed. The Ensign Group is the parent company of the Ensign group of skilled nursing, rehabilitative care services, home healthcare, hospice care, medical transportation, and assisted living companies. The Terrace will be part of **Milestone Healthcare LLC**, Ensign's Utah-based subsidiary.

RECOGNITIONS

• **O.C. Tanner** is at No. 42 on a list of "**50 Companies that Care**," compiled by **Great Place to Work** and **People**. The Salt Lake City-based company, focused on employee recognition and workplace culture, made the list for the third consecutive year. The rankings represent feedback from over 4.5 million U.S. employees.

• **Deer Valley Resort's Fireside Dining, The Mariposa and Seafood Buffet** have each received **Wine Spectator's 2019 Award of Excellence** for their respective wine programs. The award is bestowed on establishments featuring wine lists with at least 90 selections that include an assortment of quality producers, along with a thematic match to the menu in both price and style. Fireside Dining joins the ranks of Award of Excellence winners this year. Seafood Buffet has held the honor since 2016. The Mariposa has earned the award since 2010.

• **Impartner**, a Salt Lake City-based partner relationship management company, has earned three **ACQ5 Awards for International Technology Company of the Year, SaaS-Based PRM Solution Provider of the Year and Gamechanger of the Year** for CEO **Joe Wang**. This is the second year in a row that Impartner has received multiple ACQ5 awards, which are chosen from nearly 100,000 submissions from the corporate news site's global readership. The awards recognize organizations and individuals that demonstrate an ability to deliver services and skills to meet clients' needs and adapt to market and regulatory conditions.

• **Galileo**, a Salt Lake City-based payments technology company, has been selected as a finalist in the **2019 Emerging Payments Awards** for "**Best Use of Payments Data or AI in Financial Services**." The 12th annual Emerging Payments Awards event will be Oct. 3 in London.

• The **Housing Authority**

of **Salt Lake City (HASLC)** was recently awarded two **National Awards of Excellence** from the **National Association of Housing and Redevelopment Officials (NAHRO)** for its **9th East Lofts at Bennion Plaza** (Project Design Category) and **Framing Program for Persons Experiencing Homelessness** (Resident and Client Services Category). The authority also presented the Housing Authority of Salt Lake City with five other awards of merit in affordable housing, resident and client services categories. The 9th East Lofts, in the East Central Community Council District of Salt Lake City, is a transit-oriented development. For the Framing Program for Persons Experiencing Homelessness, the authority partnered with state and local government and a community college to create a construction framing program to be offered to single individuals experiencing homelessness.

RETAIL

• **Sportsman's Warehouse Holdings Inc.**, a Midvale-based outdoor specialty retailer, has appointed **Phil Stevens** as chief technology officer. He will oversee all technology aspects of the company and develop policies and procedures to enhance the overall customer experience. For the past six years, Stevens supported thousands of retail locations worldwide as the Army and Air Force Exchange Service's executive vice president and CIO/CAO in Dallas. Prior to that, he served as the CIO and corporate advisor at Scintel Technologies in Atlanta from August 2009 to February 2013. He was also the senior vice president and CIO for Education Finance Partners in Austin and the senior vice president of infrastructure and operations for Macy's Systems and



Phil Stevens

Technology in Atlanta.

SERVICES

• **ConsultNet**, a South Jordan-based provider of IT staffing and solutions, has hired **Kate Cervoni** as senior vice president of business operations and **John Larrabee** as vice president of client engagement of **CNOmniMedia Solutions Group**. Cervoni's experience includes IT consulting within the media, entertainment and telecommunication industries. She will provide technology and strategic guidance to media companies. Larrabee oversees complex projects, identifies operational efficiencies and builds teams for CNOmniMedia's client organizations.

• **U-Haul Company of Utah Inc.** has announced that **Point of the Mountain Storage**, 15112 S. Pony Express Road, Bluffdale, is now offering U-Haul products and services. It will offer U-Haul trucks and towing equipment.

VENTURE CAPITAL

• **Sorenson Ventures**, based in Salt Lake City and Menlo Park, California, has appointed **Chris Downer** as its newest principal. Downer has knowledge and expertise in the analytics and insurtech markets, most recently serving as a principal at XL Innovate, where he invested in, partnered with and helped scale analytics and insurtech companies across North America, Europe and Asia. While there, he was also a board observer at Pillar Technologies and a board member at Stonestep. Prior to joining XL Innovate, Downer was an associate at Goldman Sachs in the alternative investments and manager selection group, part of the investment management division.



Chris Downer

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Succeeding in Your Business

Develop a sense of humor - a laughing jury never convicts

“I had the privilege of hearing you speak recently at a SCORE presentation in southern Connecticut and I’ve become a big fan of your small-business lecture series on YouTube.

“You seem like a pretty smart lawyer and you’ve got lots of good information, but the best thing about you is



your ability to make the audience laugh. Seriously, until I heard you, I didn’t think it was possible for anyone to make me laugh talking about income taxes, sales taxes and tax accounting.

“You have an amazing gift. When you have a moment, could you please share how you developed this talent?”

If there are any conference organizers or event planners reading this column, please reread this totally unsolicited email I received this week. You would be amazed how often I receive emails like this. Quite a few reviewers and bloggers have referred to me as a “stand-up comedian with a law degree” and I don’t mind that at all. What they’re trying to say is that I’m not just a typical lawyer.

Let’s face it, most lawyers aren’t funny. Nor are they expected to be. Nor do you hire them to be.

But my sense of humor is probably my biggest competitive advantage in the legal marketplace. I think I’m the only person on LinkedIn with legal services and entertainment selected as his two most relevant business categories. And when I sense a client is on the fence about retaining me

for a legal matter, I always make a point of saying, “And, you know, I can make a warranty about my services that I don’t think any other lawyer in the country will give you, at least in writing: At some point in our relationship, I will make you laugh.” That statement not only humanizes me (the respondent almost always laughs at that moment) but also shows my complete confidence, if not fearlessness, in my abilities. If someone can be lighthearted in times of great stress, he must really know what he is doing. Hawkeye Pierce from the TV show “M.A.S.H.” was not a great surgeon, but his persistent wisecracking and irreverent humor held his combat medical team together during the depths of the Korean War.

So much of business and legal communication consists of psyching out people in a positive way. I can’t tell you how many times I have successfully defused a tension-filled negotiating session, scraped a client off the ceiling after some bad news or gently talked a client out of taking a legally disastrous course of action by simply pointing out how ridiculous the whole situation was and putting it in perspective.

Criminal trial lawyers have always said, “A laughing jury never convicts.” And it’s true. Probably the master practitioner of this art was the late Johnnie Cochrane, the criminal defense lawyer who represented O.J. Simpson in his 1990s murder trial. That whole business of waving the bloody glove around while chanting, “If the glove don’t fit, you must acquit!” over and over again was a brilliant piece of theater — a jury who sees how totally ridiculous the prosecution’s case is will never send a defendant to the gas chamber or to life in prison, not because the evidence doesn’t add up but because they could never live with themselves if they were to do so.

You cannot hate someone who makes you laugh. This is why dramatic actors are referred to as “great” but successful comedians are referred to as “beloved.” You remember the comedians long after you forget the dramatic actors.

So how do you build humor and lighthearted banter into your sales pitches, your business negotiations and so forth?

Well, of course, it helps if you’re naturally funny. In my case, I had no choice. My

Erin Mendenhall will open Salt Lake City for business

It should not be so hard to start a business in Salt Lake City, to innovate here, to grow, and to recruit here. Erin Mendenhall will improve the city’s permitting process, and partner with business and universities to nurture a tech ecosystem here.

Erin Mendenhall is a two-term city councilwoman, proud mother of three, and one of Utah’s top clean-air advocates. **She has worked hard to make the city government work for the people.**

Salt Lake City is facing real challenges — dirty air, broken infrastructure, and an unsustainable housing market — and addressing them will take a leader who not only has real experience inside city government, but a proven history of bringing people together in the community.

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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.

Aug. 12, 9-10 a.m.

“Put Your Dream to the Test,” a West Jordan Chamber of Commerce event. Speaker is Seni Penitani of Community Leadership Builders of America Inc. Location is Mountain America corporate office, 7181 S. Campus View Drive, West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

Aug. 12, 1-3 p.m.

“25 Costly HR Mistakes and How to Avoid Them,” a West Jordan Chamber of Commerce workshop. Location is Mountain America corporate offices, 7181 S. Campus View Drive, West Jordan. Details are at westjordanchamber.com.

Aug. 12, 3-6 p.m.

Deal Forum, a Venture-Capital.org event featuring four companies making pitches for venture capital. Location is Zions Bank Founders Room, 1 S. Main St., 18th floor, Salt Lake City. Cost is \$25. Registration can be completed at Eventbrite.com.

Aug. 13, 8 a.m.-4 p.m.

“Practical Leadership,” a Frontline Leader workshop presented by Salt Lake Community College. Location is SLCC’s Miller Campus in Sandy. Also offered Aug. 20, 8 a.m.-4 p.m., at the Westpointe Campus in Salt Lake City. Cost is \$250. Details are at slcc.edu/workforce.

Aug. 13, 9-10 a.m.

“Foundations for Business Success,” a West Jordan Chamber of Commerce event. Speaker is Clive Winn of Dale Carnegie. Location is Mountain America corporate offices, 7181 S. Campus View Drive, West Jordan. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

Aug. 13, 10-11 a.m.

“Silicon Slopes Town Hall: Tax Reform,” Speakers include Lt. Gov. Spencer Cox. 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 corporate offices, 7181 S. Campus View Drive, West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

Aug. 13, 3-5 p.m.

“Google Analytics,” a Utah Microloan Fund event. Presenter is Paula Sageser. Location is the Utah Microloan Fund, 154 E. Ford Ave., Suite A, Salt Lake City. Free. Registration can be completed at Eventbrite.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, 9:30-11 a.m.

Jumpstart Training, presented by Murray Women in Business. Clancy Stone, business advisor at WBCUtah, will discuss how to efficiently do market research, write a winning business plan and make plans to offer a product or service. Location is Columbia College — Salt Lake City, 5250 Commerce Drive, No. 300, Murray. Free. Registration can be completed at Eventbrite.com.

Aug. 14, 11 a.m.-noon

“Communication for Life,” a West Jordan Chamber of Commerce event. Speaker is Kristena Eden, CEO of Cove Living Essentials. Location is Mountain America corporate office, 7181 S. Campus View Drive, West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

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

Networking Lunch, a Sandy Area Chamber of Commerce event. Location is All Star Bowling Entertainment, 12101 S. State St., Draper. Cost is \$20 for members, \$25 for nonmembers. Registration can be completed at Eventbrite.com.

Aug. 14, noon-1 p.m.

Kiln Start-Up Stories, featuring Alex Bean, co-founder and CBO of Divvy. Location is Kiln, 2701 N. Thanksgiving Way, Lehi. Registration can be completed at Eventbrite.com.

Aug. 14, 3-5 p.m.

“Your Business and Your Mindset: A Shift for Success,” a Utah Microloan Fund event. Location is the Utah Microloan Fund, 154 E. Ford Ave., Suite A,

Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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 designed for leaders, managers and compensation and HR professionals at all levels. 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, 9-10 a.m.

“Managing Conflict in the Workplace,” a West Jordan Chamber of Commerce event. Location is Mountain America corporate office, 7181 S. Campus View Drive, West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

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.

Networking Lunch, a Murray Area Chamber of Commerce event. Location is The Point After, 5445 S. 900 E., Murray. Cost is \$20 for members, \$25 for guests. Details are at murraychamber.org.

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 corporate offices, 7181 S. Campus View Drive, West Jordan. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

Aug. 15, noon-1:30 p.m.

“Lunch & Learn,” a Silicon Slopes event. Speaker is Tyler Hogge, vice president of product strategy at Divvy. Location is Kiln, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Details are at siliconslopes.com.

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

19th Annual “Celebrating Women in Business: Summer Social,” a Women’s Business Center Utah event. Kamea Johnson, owner of Chosen Creative, will receive the 2019 Woman Entrepreneur of the Year award. Location is Clubhouse SLC, 850 E. South Temple, Salt Lake City. Cost is \$80. Details are at slchamber.com.

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

“Leaders in the Field,” a panel discussion that is part of the Women in Science and Technology Series hosted by Recursion Pharmaceuticals. Speakers are Anika Gardenhire, vice president of digital transformation at Intermountain Healthcare; Lindsey Zuloaga, director of data science at HireVue; and Yolanda Chong, senior vice president of biology at Recursion. Location is Recursion Pharmaceuticals, 41 S. 400 W., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location is Zions Bank Resource Center, 310 S. Main St., first floor, Salt Lake City. Free for members, \$10 for nonmembers. Details are at <http://www.utahhcc.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.

“Bagels & Business,” a

Salt Lake Community College event with the theme “Three Keys to Extreme Engagement and Productivity.” Location is Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Building 5, third floor, 9690 S. 300 W., Sandy. Registration is available through Constant Contact.

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, 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 corporate offices, 7181 S. Campus View Drive, West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

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

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

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

Minority-Owned Business Workshop, presented by the Women’s Business Center of Utah and the Procurement Technical Assistance Center (PTAC) for minority-owned businesses in need of assistance to start/grow a business, how to obtain financing and how to successfully contract with the government. Location is the Miller Business Resource Center, 9690 S. 300 W., Sandy. Cost is \$12. Details are at wbcutah.org.

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.

see CALENDAR page 10

CALENDAR

from page 9

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

Southwest Valley Women in Business. Location to be determined. Details are at southjordan-chamber.org.

Aug. 20, 3-5 p.m.

"Creating a Content Strategy Guide for Your Business," a Utah Microloan Fund event. Presenter is Sara Day. Location is the Utah Microloan Fund, 154 E. Ford Ave., Suite A, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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 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, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event. Location is Urban Arts Factory, 116 S. Rio Grande St., Salt Lake City.

Free (pre-registration is required). Details are at murraychamber.org.

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, 1-2 p.m.

"Running a Successful Crowdfunding Campaign," a Silicon Slopes event. Speaker is Weston Kay, founder of Rose Anvil. Location is Vivint Smart Home, 1400 N. 635 E., Logan. Free. Details are at siliconslopes.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, 11:30 a.m.-1 p.m.

Fall Lunch Meeting, a Murray Area Chamber of Commerce event. Location is Brio Tuscan Grille, 6100 S. State St.,

Fashion Place Mall, Murray. Cost is \$25 for guests, \$20 after Aug. 20 or at the door. Details are at murraychamber.org.

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, 7:30 a.m.-2 p.m.

Sandy Area Chamber Executive Golf Tournament, a Sandy Area Chamber of Commerce event. Registration begins at 7:30 a.m., followed by 8:30 a.m. shotgun start. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Sponsorships are available. Details are at sandychamber.com.

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 \$449. Details are at http://www.utahdmc.org/dmc-2019.

Aug. 23, noon-1 p.m.

Silicon Slopes Town Hall

featuring Melanie Colton, vice president of talent product at Andela, and Kyle Kartchner, vice president of engineering at Weave. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Aug. 23, noon-1 p.m.

Women in Business Brown Bag Lunch, a West Jordan Chamber of Commerce event. Location is Huntington Learning Center, 5474 W. Daybreak Parkway, Suite G5, South Jordan. Free. Details are at westjordan-chamber.com.

Aug. 26-28

68th United Nations Civil Society Conference on Building Inclusive and Sustainable Cities and Communities, co-hosted by the UN Department of Global Communications, Salt Lake City and the NGO Executive Committee. Event features plenary sessions, thematic sessions, workshops, exhibits and youth hub. Location is Salt Palace, 100 S. West Temple, Salt Lake City. Details are at https://outreach.un.org/ngorelations/68th-un-civil-society-conference.

see CALENDAR page 12



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Established over 30 years ago, Strong & Hanni's Business & Commercial Litigation Group provides full legal services in a wide range of disciplines including, corporate representation, litigation, contract drafting and negotiation, mergers and acquisitions, employment, real estate, securities, tax and estate planning. With a such a wide range of business and personal legal services, we represent both public and private companies and individuals. We have watched our clients grow and have assisted them in developing into successful enterprises of all sizes.

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Opinion

Paid family leave a great idea, but Colorado's proposal ignores trade-offs

There are no valid free market arguments for a nationwide, one-size-fits-all federal plan to provide paid leave. But should experimentation with this policy be off-limits to states? The beauty of a federalist system is that states can experiment and innovate with their own policies. This diversity can teach us what works and what doesn't. In this sense, Colorado's commitment to implement a new state-level, paid leave entitlement program — the Family and Medical Leave Insurance (FAMLI) Act — is consistent with federalism.

The FAMLI Act would provide paid leave benefits to workers who have family events, such as the birth or adoption of a child or the need to care for a loved one, but the hefty price tag would be paid for by collecting a "premium" from employers and employees. So, while it's ill-advised for the state government to intrude in this way, depending on what the plan ends up looking like, the rest of the country will learn a valuable lesson at Colorado's expense.

After years of being dead on arrival, the FAMLI Act passed in the last legislative session. A task force was established to

"study" the idea. According to Colorado's Department of Labor and Employment, the task force consists of "private employers, organized labor, worker advocates, labor economists and state agencies." Its final recommendations are due in January.

The legislators claim the reason for this policy is simple: Not everyone gets paid leave. That's true. As American Action Forum data show, between 66 percent and nearly 84 percent of middle- and high-income workers, respectively, already have paid leave through their employers. On the other hand, a little over 33 percent of workers in low-income families have access to this benefit. But is that a reason for the government to provide it?

Don't get me wrong. I'm fully in favor of the private provision of paid leave as a benefit. There's no denying the value of paid leave to families and young parents. Many companies understand that they will gain from providing this type of benefit to their workers. That's why the data demonstrate that a vast majority of employers accommodate their employees' desire for paid leave.

It's no secret why high-income work-

ers are more likely to receive such leave than are low-income workers. Low-income workers are often part time and prefer getting all their compensation in the form of cash rather than fringe benefits. As a result, relatively speaking, low-income workers stand to lose the most from Colorado's FAMLI Act.

Moreover, we can only shake our heads in dismay that yet another state is willingly jumping in headfirst to provide a benefit that will impose a considerable tax hike. It will also reduce women's employment and promotion opportunities as an unintended consequence. We can predict these unfortunate results because of the large number of studies that have been done on the issue. From Norway to France, Canada to Sweden, California to New York, economists have found that government-provided paid leave leads to lower wages for women, fewer prospects for advancement and overall reduced employment.

Worse yet, the trade-offs are more dire for lower-income employees, whom the legislation's sponsors claim they want to help. For example, consider that for 50 years, Canada has tinkered with its paid parental leave program, trying to design

a program that doesn't simply redistribute from low-income workers to higher-income ones. But it has failed so far.

The truth of the matter is that nobody would oppose a world with more benefits and higher wages for everyone, as well as fulfilling jobs in which no one ever has to choose between one's vocation and family care. But that world doesn't exist when you consider the real costs, trade-offs and economic reality. There's also no getting around the fact that a payroll tax — which will likely be used to pay for the benefit — is regressive, with its burden falling more heavily on lower-income earners. It defies logic that this tax will create a net benefit for low-income workers.

In fact, the government makes these trade-offs so much worse that when women are more fully informed, their support for any mandatory paid leave program collapses. Colorado can ignore these lessons and implement a punitive FAMLI Act, but it will be at their own citizens' expense.

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

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VERONIQUE de RUGY

U.S. must win the peace, not just the war, in emerging deal with the Taliban

The Trump administration's emerging deal with the Taliban has the potential to bring greater stability to Afghanistan, after an 18-year inconclusive war in that country. Or it could reignite the Afghan civil war, emboldening terrorist groups and plunging the nation into another decade of turmoil — which might then force the United States to return to the battlefield in large numbers. That is, after all, what happened after the United States withdrew too quickly from Iraq in 2011. It all depends on how it is handled. The key must be a political settlement between the Taliban and the Afghan government and not the rapid withdrawal of U.S. troops.

The president deserves credit for having authorized the negotiations in Doha between a special envoy, Zalmay Khalilzad, and the Taliban. The next step is for the talks to broaden to involve the Afghan government. The end result would be a national unity government that includes both the current Afghan government and the Taliban. It may sound far-fetched, but it could be achieved in phases, over time.

The crucial issue for Washington is to ensure that it does not make concessions that are hard to reverse — such as drawing down troops — while the Taliban makes paper commitments that it can easily violate. The former ambassador to Afghanistan, Ryan Crocker, worries that we may be watching a replay of Vietnam, in which the United States got commitments from North Vietnam in return for its withdraw-

al. But once U.S. troops were gone, North Vietnam reneged on those commitments and invaded South Vietnam.

The most effective way to ensure this does not happen in Afghanistan is for Washington to delay the troop draw-downs until tangible gains have been made in terms of political power sharing and national reconciliation. It can push the Taliban to keep its promises by formally bringing neighboring powers such as China and Iran into the discussions. (Yes, one of the many costs of cutting off all contact with Iran is that it cannot be useful in stabilizing Afghanistan — a role it played effectively after the fall of the Taliban in 2001.)

The United States has faced this exit-strategy problem every time it has waged a war against a guerrilla force. Henry Kissinger described the dilemma memorably in a *Foreign Affairs* essay written prior to his appointment as national security adviser in 1969. The United States seeks a positive goal: to gain territory and establish effective government. The guerrillas seek a negative goal: disruption. While the United States pursues a military strategy, the guerrillas have a psychological strategy: to exhaust America's willpower. America loses by not winning; the guerrillas win by not losing.

The Taliban has gone one step further than a guerrilla operation, having established its own governance independent from the Afghan national government in some areas. But the group's core strategy

appears to be to wait out the United States. And Trump, for his part, too often confesses that he has lost any appetite to stay on. If the deal between the Taliban and Washington is to hold, Trump must signal that he would send back the troops if the Taliban breaks their end of the deal.

As significant is the possibility that there is a change in Pakistan's attitude toward Afghanistan. Pakistan's support for the Taliban, giving it a haven across the border and much more, has been crucial to the Taliban's strength. The new Pakistani government reportedly helped facilitate the talks between the United States and the Taliban. The prime minister, Imran Khan,

has stated that his country no longer seeks to maintain "strategic depth" in the region by keeping Afghanistan in permanent chaos. If he means it, and if he can control the Pakistani military — a big caveat — this marks a positive shift for the whole region.

"Trust but verify," Ronald Reagan said, and that should be the mantra for these negotiations. Everyone will seek gains from the United States upfront in return for promises to be fulfilled later. Washington should not be fooled.

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FAREED ZAKARIA



CALENDAR

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Aug. 27, 8:30-11:30 a.m.

“Disaster Preparedness & Business Recovery Program,” a ChamberWest event in partnership with the Utah Department of Public Safety’s Division of Emergency Management. Part 1 is Aug. 27, with Part 2 being Oct. 29. Location is Jordan Valley Water Conservancy, Garden Park, 8275 S. 1300 W., West Jordan. Free for ChamberWest members, \$49 for nonmembers (\$100 for three people from the same company). Details are at chamberwest.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, 4:30-6:40 p.m.

Annual Women in Business Summer Social, a Sandy Area Chamber of Commerce event. Location is Embassy Suites by Hilton South Jordan, 10333 South Jordan Gateway, eighth floor, South Jordan. Cost is \$30 for members, \$35 for nonmembers. Registration can be completed at Eventbrite.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>.

Aug. 28, 7:30-8:30 a.m.

“Coffee Connection,” a Holladay Chamber of Commerce event. Location is 3 Cups, 4670 Holladay Village Plaza, Suite 104, Holladay. Details are at holladaychamber.com.

Aug. 28, 7:30 a.m.-1 p.m.

“Chicks with Sticks 2019,” presented by NAWBO Salt Lake. Location is River Oaks Golf Course, 9300 S. Riverside Drive, Sandy. Cost is \$80, \$300 for a foursome; \$35 for lunch only. Details are at (801) 487-4600 or nawboslc@gmail.com.

Aug. 29, 7 a.m.-2 p.m.

14th Annual Scholarship Golf Tournament, a South Jordan Chamber of Commerce event. Location is Glenmoor Golf Club, 9800 S. 4800 W., South Jordan. Details are at southjordan-chamber.org.

Aug. 29, 11:30 a.m.-1 p.m.

Networking Lunch, a Murray Area Chamber of Commerce event. Location is The Point After, 5445 S. 900 E., Murray. Cost is \$20 for members, \$25 for guests. Details are at murraychamber.org.

Aug. 29, noon

“Deal Flow Panel: The Accelerator Advantage,” a Kiln Deal Flow panel series. Location is Kiln, 2701 N. Thanksgiving Way, Lehi. Registration can be completed at Eventbrite.com.

Sept. 3-4

Utah Rural Summit, presented by Southern Utah University’s Utah Center for Rural Life and featuring leaders in industry, education and government discussing innovation through entrepreneurship and partnership. Location is Southern Utah University’s Hunter Conference Center, 351 W. University Blvd., Cedar City. Cost is \$125. Registration can be completed at Eventbrite.com.

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 southjordan-chamber.org.

Sept. 4, 8 a.m.-noon

“Basic I-9 Compliance,” 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.

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

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

Sept. 5, 11:30 a.m.-1:30 p.m.

“MDSAP: What Does It Mean for Medical Device Manufacturers?” presented by the RAPS Utah chapter. Speaker is Alexander Crosby of Intertek discussing some of the common issues and expectations with the Medical Device Single Audit Program (MDSAP). Location is Master Control, 6350 S. 3000 E., Old Mill III Building, Cottonwood Heights. Cost is \$30 for members, \$50 for nonmembers. Details are at <https://www.raps.org/events/raps-utah-chapter-mdsap-what-does-it-mean-for-medical-device-manufacturers>.

Sept. 6, 8 a.m.-noon

“Presentation Skills,” a Salt Lake Chamber two-part event taking place Sept. 6 and Oct. 4. Speaker is Beth Levine, founder and principal at SmartMouth Communications. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Early-bird price for each event is \$149 for members, \$199 for nonmembers. Cost of Oct. 18 one-on-one video feedback session is \$75 for members, \$99 for nonmembers. Details are at slchamber.com.

Sept. 6, 8 a.m.-4:30 p.m.

“PHR/SPHR Study Programs,” an Employers Council event focused on preparation for those exams and taking place over five consecutive Thursdays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$1,395 for members, \$1,595 for nonmembers. Details are at employerscouncil.org.

Sept. 6, 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://firstfriday-snetworking.com/>.

Sept. 6, 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 the-chamber.org.

Sept. 6, 8-9 a.m.

Silicon Slopes Breakfast, featuring Andrew Joiner, CEO of Inmoment. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

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

“How to Become a Leader People Will Follow,” a West Jordan Chamber of Commerce

event. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for chamber members, \$10 for nonmembers. Details are at westjordan-chamber.com.

Sept. 11-12

Leadership Institute, a ChamberWest series of 10 one-day programs taking place through June 11 that are designed to challenge and engage leaders in professional and personal growth while inspiring an entrepreneurial spirit in building a better community. Location is the Homestead Resort, 700 N. Homestead Drive, Midway. Cost is \$925 before Aug. 15 for ChamberWest members, \$1,025 thereafter and for nonmembers. Details are at (801) 977-8755, chamber@chamberwest.org or www.chamberwest.com.

Sept. 11, 8 a.m.-noon

“Lean Pit Crew Challenge,” an Employee Development program offered by Salt Lake Community College. Open to the public, the challenge is an experiential learning event that incorporates pit stops as a tool for teaching the concepts of continuous improvement, efficiency, preparation and team building. Location is Westpointe Campus, Salt Lake City. Cost is \$325. Details are at <http://www.slcc.edu/workforce/courses/index.aspx>.

Sept. 11, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Weber State University, Stewart Stadium Sky Suites, 3870 Stadium Way, Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

Sept. 11, 6-9 p.m.

Official Launch of The Mill at Miller Campus. Location is The Mill at Miller Campus, 9690 S. 300 W., third floor, Sandy. Details are available by contacting Tim Cooley at (801) 957-5441 or timothy.cooley@slcc.edu.

Sept. 12, 19, 26

Digital Marketing Academy, a Sandy Area Chamber of Commerce Business Institute event. Sept. 12 course is “Developing a Comprehensive Online Marketing Strategy.” Sept. 19 course is “SEO & Maximizing Web Traffic.” Sept. 26 course is “Pay Per Click Advertising, Google AdWords, Facebook Ads and Programmatic Display Advertising.” Each class is 8:30-

see CALENDAR PAGE 18

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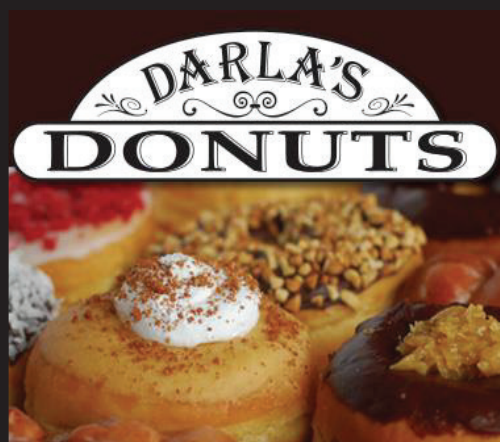
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INSIDE



Is management a game?

Paul Olsen has been around manufacturing for decades and it has struck him that many of the industry's managers operate like they're playing a game. See how your style matches some of his favorite games.

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Manufacturing List

Utah Manufacturing Regions
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Focus

MANUFACTURING

Keeping the STOOL STABLE



The Utah Manufacturers Association has a stake in the current discussion about changes to Utah's three-legged-stool sales tax system and is trying to make sure its voice is heard

Tax reform — and especially sales tax reform — is the topic of ongoing discussion in the state of Utah and the Utah Manufacturing Association is trying to make sure the voice of our membership is part of the discourse. The genesis of the current dialogue was a bill that failed in this year's legislative session that attempted to address the imbalance in the sales tax structure. As a result of the defeat of HB441, legislative officials are conducting a series of "tax reform listening sessions" around the state to receive input on possible taxation changes. Most Utahns have little knowledge of the structure that exists in our state for the collection and the subsequent allocation of taxes. Let me attempt an explanation:



TODD
BINGHAM

In Utah, the tax structure is basically a three-legged stool, made up of property tax, income tax and sales tax. Constitutionally, all income tax revenue is allocated to education funding. We are the only state in the nation with such a specific constitutional mandate. However, this poses somewhat of a challenge, resulting in the imbalance that HB441 attempted to address.

Over the years, our society has continually moved from a goods-based economy to more of a service-based economy. That means that we now purchase more goods and services on the Internet. We used to patronize the local brick-and-mortar stores and shops for our needs. As a result, sales tax collections as a portion of the three-legged stool have

slowly declined and haven't kept pace with the collection of property taxes and income taxes. Another example of decreasing sales tax revenue comes from our more efficient automobiles, which require less gasoline, resulting in a decrease in fuel taxes which fund transportation.

The problem of collection of sales taxes for online purchases was somewhat mitigated in 2018 when the Legislature, with the help of the federal government, addressed the collection of tax on Internet commerce. Although laws were in place for tax to be charged on cyber sales, no mechanism existed for their collection. Folks owed the tax; they just didn't have a way to pay it.

Although the new laws provided a structure for the collection of sales

TAXES

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tax on tangible goods purchased online, they didn't address the collection of taxes on services ordered over the Internet. Currently, services like haircuts, accounting, legal services, lawn services, pest control and many others purchased from an online portal, are exempt from sale tax.

That's what HB411 tried to resolve. As you can imagine, the attempt to require your lawn mowing service to collect and remit sales tax to the state went over like a lead balloon. The public outcry — and that of the service providers

— caused the legislators to table the measure and launch the public hearing process.

The Utah Manufacturers Association has launched an effort to participate in as many of these public hearings as we can, because when it comes to sales tax reform, our member manufacturing firms have a stake in state statutes and policy. One of our board members, Steve Young of the Salt Lake City law firm of Holland & Hart, is one of the state's foremost authorities on tax policy and is leading our efforts. Young chairs the UMA Tax Policy Committee.

The Utah Manufacturers Association is participating in many of these listening sessions because

sales tax reform goes beyond addressing consumer concerns like taxable Internet purchases and services. We are listening to local businesses, our manufacturer members and citizens as they express their concern in developing a tax structure in our state that is consistent in maintaining a strong Utah economy.

During the past legislative session, UMA expressed caution in developing a tax policy that might unintentionally or inadvertently throw a wet blanket on an otherwise incredible economic engine in Utah. Broadening the base and lowering tax rate is a laudable goal and something UMA encourages as an organization — but with caution. For example, the UMA supports laws — universally

accepted by tax policy experts — that would move the bulk of tax collection to the final stage of the consumer product cycle — consumption — and remove it from the various stages of production or development.

In 2018, in a special summer session, the Utah Legislature removed the three-year-life component for sales tax charged on "inputs" to production in the manufacturing industry. The three-year-life provision required that sales tax exemptions for inputs — the things described as purchases that businesses make as a part of their operations, including items such as computers, software, production equipment and office equipment — must have a useful life of three years or more to be eligible for the exemptions. The Legislature also allowed for manufacturers to receive sales tax exemptions for energy consumed during the production process.

In expanding the input tax exemptions in 2018, the Legislature specifically included manufacturing for several reasons as cited in its "Economic Report to the Governor." The report cited the internationally competitive nature of the industry; the lack of need for manufacturers to be close to their customers, thus necessitating our state to be competitive in attracting companies; the fact that manufacturing exports goods and services and imports wealth into the state; and that Utah manufacturing wages are 21.7 percent higher than the average Utah non-agricultural wage.

The UMA has been working for the removal of this sales tax on inputs for nearly 20 years. The exemptions passed in 2018 are valued at roughly \$60 million a year in savings to manufacturers which will inevitably be rolled right back into their businesses for the purchasing of more equipment, hiring of new employees and expansion of facilities.

The UMA will continue to work with the Utah Legislature and the executive branch to ensure that tax reform addresses the needs of the structural imbalance currently existing, but also helps us achieve our economic goals without unintended consequences to the business community — and especially to the manufacturing industry.

Todd R. Bingham serves as the president and CEO of the 113-year-old Utah Manufacturers Association. Prior to UMA, he was the president of the Utah Mining Association.

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TAKE A LOOK AT YOUR MANAGEMENT STYLE

What kind of games are you playing?



Not long ago, at the end of a very hectic work week, I was driving home and my mind thought back on all the things that seemed to go wrong. Employee issues, late supplier deliveries, HVAC system downtime and an upcoming quality audit all ran through my head.

"I'm just putting out fires," I thought. But no, I've never fought an actual fire so I couldn't relate to it. Then I thought about a recent trip to a games arcade with some grandchildren, and the game I played with them that they really liked was Whac-A-Mole. You know the game. You have an oversized padded mallet in your hand and the heads of moles randomly pop up from five or so holes and you hit them to knock them back down and score points. They come at you rapidly and you never know from where they will pop up next.

"That's it!" I exclaimed. I'm playing Whac-A-Mole at work. Problems and situations pop up from who knows where and I do my best to knock 'em down. Often the same problem pops back up but from a different hole. With that flash, I thought maybe I could present to the whole workforce what we were doing using this game to illustrate all that we needed to correct.

After dinner I went to my laptop and Googled "Whac-Mole" to find an image. I found more than that. I found renown author and business consultant Dr. Richard L. Williams had beat me to the punch. In a blog posted on the Center for Management & Organization Effectiveness website

was Dr. Williams' article, "Whac-A-Mole Management." I consoled myself that great thinkers think alike.

In his article, Dr. Williams wrote: "'Whac-A-Mole Management' is a style of managing or leading others where a manager waits for some-



PAUL OLSEN

thing he or she believes to be wrong to happen, and 'whacks' the behavior with words and/or actions. This style has also been called 'Managing by Exception,' because the manager exclusively or primarily reacts to people who act in exception to his or her expectations.

"One of the most important things to remember when analyzing Whac-A-Mole Management is to note that the manager's behavior is completely reactionary. No action is taken until the mole raises its head. The manager is not proactively trying to prevent things from happening, or trying to direct things to happen, or even making things happen, the manager's behavior is a reaction to some other stimulus.

"In other words, Whack-A-Mole Management is non-strategic and totally tactical. Future problems, issues, trends, threats and opportunities will be a surprise, because the manager has his or her head down waiting for the next mole to raise its head."

Oh, the games we play at work!

Here are some board games most of us are familiar with. See how these might apply to your work life or the approach your company takes to be a winner. I'll bet you can come up with some of your own.

Monopoly. Become the biggest,

richest person around. Buy up properties and collect rent from others. Be merciless. Drive others out of business. Depending on the rules you play by, make deals with other players, swap properties. But be careful: You might be the player to "Go to Jail!"

Chutes and Ladders. Derived from a 2,000-year-old game from India to teach morals, good deeds send you upwards closer to Nirvana and bad deeds the opposite. Luck or fate calls the shots with a roll of the dice. Sometimes we too roll the dice, hoping for a good outcome and counting on luck to make it so. Climbing the corporate ladder and being sent down a chute has never gone out of style. Even the most successful people and companies admit there is a bit of luck involved.

Chess. So many variants. A novice like me is slow and methodical, trying to think about every option but never seeing everything. Some tournaments use a time control called "blitz" where each player starts with a fixed amount of time to spend on their moves. Business decisions cannot always be slow. Competitors are playing the blitz game and so must you to remain competitive.

Stratego. Players are passionate as they employ strategy, tactics and good memory to capture the opponent's flag or all their pieces while defending their own flag. Pieces representing soldiers of different ranks form an army. If your company or style is hierarchical and has an amazing organizational chart strictly adhered to, this may be your game.

Battleship. If you're ready to go to war and annihilate your enemy/competitor by destroying its fleet,

then this is your game. Casualties can be high on both sides, but if it the game is winning at all costs, this is the game to simulate. But you better be a good guesser.

Go Fish. This card game is especially good for supply chain managers! Need to find that component in stock? Go fish. Looking for a source to provide a critical service? Go fish.

Some readers of this recitation of good ol' games may not find the comparisons very engaging. But the connection to games and applications in the real world is still valid. Now it has morphed into something more sophisticated — something we call "gamification." In the workplace, it can boost productivity and engagement. Simply defined, it is the use of game elements in a non-gaming context to drive user engagement, loyalty and motivate the desired action. Games are one of the most powerful behavior motivators and anyone can enjoy games if given the right reason to do so.

States contributor Nina Angolovska in Forbes online, "There are many reasons why businesses should love gamification as much as users love games. As the retention and engagement crisis increases and the attention span constantly decreases, gamification can act as a remedy. When a brand needs to drive user engagement, motivate employees, increase sales, collect data, change a certain behavior or solve a business problem — well-structured gamification can act as a 'magical wand' in all cases."

Paul Olsen has worked in manufacturing for four decades. He currently works as a consultant in the industry.

MANUFACTURING REGIONS

Ranked by Number of Manufacturing Establishments



County	Number of Manufacturing Establishments	Average Employment	Manufacturing Employment	Average Monthly Wage	Average Monthly Manufacturing Wage	Top Manufacturing Establishments
1 Salt Lake	2,015	718,017	56,674	\$4,512	\$5,272	L3 Technolgies Inc., Hexcel Corp., Becton, Dickinson and Co., Edwards LifeSciences LLC, Merit Medical Systems Inc., Ultradent Products Inc.
2 Utah	701	258,857	19,129	\$3,691	\$4,597	Nestle Prepared Foods Co., IM Flash Technologies LLC, U.S. Synthetic Corp.
3 Davis	330	130,269	13,739	\$3,802	\$4,879	ATK Space Systems Inc., Lifetime Products Inc., Utility Trailer Manufacturing Co., Alliant
4 Weber	299	108,217	14,025	\$3,477	\$4,826	Autoliv, Parker Berteau Fresenius USA Manufacturing Inc., Williams International Co. LLC
5 Cache	245	59,283	11,500	\$2,867	\$3,955	E.A. Miller, Gossner Foods Inc., Schreiber Foods Inc., Pepperidge Farm Inc., Pierce Biotechnology Inc., Icon
6 Washington	223	68,288	3,411	\$3,040	\$3,458	Litehouse Inc., Deseret Laboratories Inc., Ram Manufacturing Co. Inc., Wilson Electronics LLC
7 Iron	93	19,157	1,784	\$2,723	\$3,904	Ampac Corp., Genpak LLC, Byway Corp., Metalcraft Technologies Inc.
8 Box Elder	87	20,306	6,066	\$3,186	\$4,504	Autoliv, West Liberty Foods LLC, Thiokol Corp.-Propulsion
9 Summit	74	27,295	841	\$3,851	\$5,650	Skullcandy Inc., Triumph Gear Systems Inc.
10 Garfield	47	2,357	56	\$2,508	\$2,258	
11 Tooele	41	16,134	1,481	\$3,400	\$4,842	U.S. Magnesium LLC, Detroit Diesel Remanufacturing LLC
12 Wasatch	40	9,415	358	\$3,308	\$3.935	Redmond Minerals Inc.
13 Sanpete	35	8,515	1,081	\$2,560	\$2,920	Pitman Farms Inc., TDJ Inc., ACT Aerospace
14 Uintah	27	12,865	163	\$3,743	\$2,963	Coyote Tanks Inc., Liquid Herbals Manufacturing LLC.
15 Sevier	26	8,979	467	\$3,085	\$3,331	Pitman Farms Inc., Hales Sand and Gravel, U.S. Gypsum Co.
16 Duchesne	23	7,751	147	\$3,783	\$3,561	Cedar Bear Naturales, Uintah Machine and Manufacturing Co.
17 Juab	22	3,575	824	\$2,899	\$3,858	National Vinyl Products, Quality Craft Wood Works Inc.
17 Morgan	22	2,460	202	\$3,463	\$5,492	Holcim (U.S.) Inc.
19 Carbon	20	8,842	357	\$3,370	\$4,551	Intermountain Electronics Inc., Peczuh Printing Co.
20 Grand	14	5,899	105	\$2,817	\$3,628	
21 Millard	12	4,359	201	\$3,403	\$4,792	LiquaDry Inc., Graymont Western US Inc.
22 Beaver	9	2,411	140	\$2,761	\$3,502	Atkore Plastic Pipe Corp.
23 Kane	6	3,587	105	\$2,742	\$2,566	Stampin' Up Inc.
24 Wayne	7	1,064	9	\$2,620	\$1,563	
25 San Juan	5	4,338	87	\$2,958	\$2,340	Blue Mountain Meats Inc., Cedar Mesa Products Inc.
26 Emery	4	3,248	18	\$3,719	\$4,562	
27 Piute	2	261	0	\$2,135	0	
27 Rich	2	852	0	\$2,248	0	
29 Daggett	1	391	0	\$2,956	0	
STATEWIDE	4,390	1,517,820	132,982	\$3,968	\$4,817	

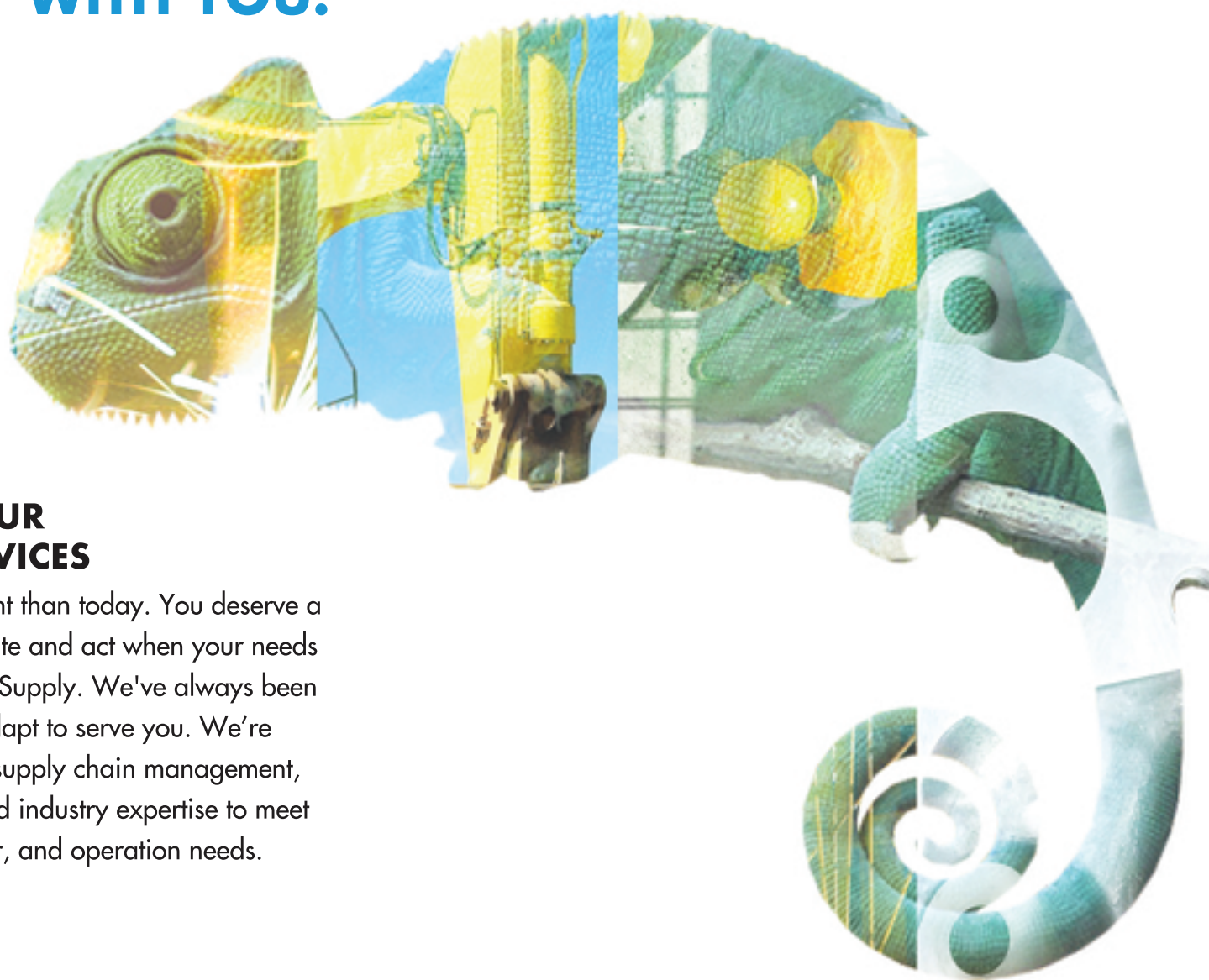
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RUST-OLEUM®



CALENDAR

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10:30 a.m. Location is Salt Lake Community College's Miller Campus, MFEC 223, 9750 S. 300 W., Sandy. Registration can be completed at Eventbrite.com.

Sept. 12, 7:30 a.m.-4 p.m.
Water Innovation Summit 2019 "BusinessH2O," presented

by the Salt Lake Chamber and U.S. Chamber of Commerce. Theme is "Promoting Innovative Solutions to Water Scarcity: Water Management Best Practices from the United States and Israel." Location is Snowbird Center, Tram Building, 9385 S. Snowbird Center Drive, Snowbird. Cost is \$85. Sponsorships are available. Details are at slchamber.com.

Sept. 12, 8 a.m.-2:30 p.m.
"Strategic Talent Acquis-

ition," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$205. Details are at employerscouncil.org.

Sept. 12, 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.

Sept. 12, 11:30 a.m.-1 p.m.
Networking Lunch, a Murray Area Chamber of Commerce event. Location is The Point After, 5445 S. 900 E., Murray. Cost is \$20 for members, \$25 for guests. Details are at murraychamber.org.

Sept. 13, 7:30-8:30 a.m.
Eggs & Issues, a Murray

see **CALENDAR** next page

ZAKARIA

from page 11

The United States has achieved much in Afghanistan. The country is in a decent place after 40 years of civil war and Taliban rule. One example: There were about 1 million Afghan children in school under the Taliban; today, there are more than 9 million. The terrorist organization that the Taliban harbored, al-Qaeda, has been severely weakened. The costs for America today — 14,000 troops — are not nearly what they once were. The United States could cut that number to 8,000 to 9,000 under the new deal while still maintaining order in Afghanistan and fighting terrorism. But first, Washington needs to make sure it doesn't just end the war but also wins the peace.

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

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ENNICO

from page 8

father — the hero of my childhood — constantly commented on the human comedy he saw at work every day and taught me to respond in kind. As a young boy, perennially overweight and picked on by grade-school bullies, I learned that the best way to avoid a beating is to make your tormentors laugh. I memorized the best routines of Bill Cosby, Flip Wilson, Pat Cooper, Jonathan Winters, Buddy Hackett, Jackie Vernon and, ahem, Totie Fields (hey, I needed fat jokes) and performed them live for the acne-scarred multitudes in the hallways, the gym and the lunchroom. As a teenager in the late 1960s who bore a striking physical resemblance to Richard Nixon while wearing a pocket protector and carrying a briefcase everywhere he went, I learned that the only ways to attract girls were A. Play a varsity sport, B. Play the guitar or, C. Make them laugh. Guess which way I went.

As a young lawyer, I moonlighted by volunteering for open mic nights at New York City comedy clubs (I used a stage name and insisted on cash payment so my bosses wouldn't find out). I also started including humorous stories from my life in bar association programs and professional meetings. Even when they fell flat, I never got bad reviews.

More next week.

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 previous page

Area Chamber of Commerce event. Speaker is Dave Niponski, Murray City Council candidate (District 1). Location is Anna's Restaurant, 4700 S. 900 E., Murray. Free unless ordering from the menu. Open to everyone. Details are at murraychamber.org.

Sept. 13, 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.

Sept. 13, 8 a.m.-4 p.m.

"Effective Interpersonal Communication," a Frontline Leader workshop presented by Salt Lake Community College. Location is SLCC's Miller Campus in Sandy. Also offered Sept. 17, 8 a.m.-4 p.m., at the Westpointe Campus in Salt Lake City. Cost is \$250. Details are at slcc.edu/workforce.

Sept. 17, 8 a.m.-noon

"Working with Multiple Generations," 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.

Sept. 17, 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.

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

Southwest Valley Women in Business. Location to be determined. Details are at southjordanchamber.org.

Sept. 18, 7:15 a.m.-3 p.m.

2019 Fall Business Conference, a ChamberWest event featuring two keynote presenters, nine breakout sessions, exhibitor tables and more. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$99 for early-bird ChamberWest members (through Aug. 30) and \$125 thereafter, \$125 for non-members. Details are at chamberwest.com.

Sept. 18, 8-10 a.m.

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

Sept. 18, 8 a.m.-2 p.m.

"CO — Salt Lake City: A Forum for Small and Growing Businesses," presented by the U.S. Chamber of Commerce, MetLife and the Salt Lake Chamber. Location to be determined. Details are at slchamber.com.

OPTIMISM

from page 5

ability of products and the ability to improve them was the second-highest-ranked challenge, at 10 percent. Other top challenges included competition from larger companies and online retailers (10 percent), hiring and retaining qualified staff (9 percent) and the challenge of being one's own boss (8 percent).

As was announced last quarter, the Wells Fargo/Gallup Small Business Index has recently shifted its methodology from the previous phone-based surveying to a web-based model. As the landscape of small-business ownership and operation has shifted, specifically with the rise of digital/online facets, this change was made to reflect the reality of how businesses and their owners operate and to mitigate any biases in the types of businesses owners responding, as well as the responses themselves.

"Having surveyed the small-business landscape for more than 15 years, the Small Business Index provides valuable insight into current and future perceptions of business owners," said Doug Case, small-business segment strategy and design manager at Wells Fargo. "These recent updates reflect our interest in ensuring that the index accurately represents small-business owner sentiment and providing the business communities with relevant information and resources."

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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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