

OF NOTE



The last major detour?

Frequent visitors to the Salt Lake City International Airport are getting used to the changing access roads during the current reconstruction project. The main exit road underwent a significant detour this month — the last before the projected opening of the new airport in September 2020 — in order to make room for construction crews to build the circular exit ramps for two new parking garages.

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Giant online retailer Amazon has announced that it will build another facility in Utah. This time it will be a 1 million-square-foot fulfillment center, similar to this one near Denver, to be constructed on an 80-acre site in West Jordan, according to plans announced last week.

New Amazon fulfillment center means another 800 Utah jobs

We finally know what West Jordan's mysterious "Project Lonestar" at the intersection of Bacchus Highway and Old Bingham Highway is going to be. Last week, Amazon announced plans to build another large Salt Lake City-area facility on the 80-acre site.

Amazon said in a release that it is planning to build a 1 million-plus-square-foot fulfillment center on the lot. Amazon will hire more than 800 full-time employees at the center and pay them a minimum of \$15 an hour plus "comprehensive benefits." No timeline for groundbreaking or completion of the project was announced by Amazon.

Amazon currently employs about 2,000 at its Utah operations.

Amazon said employees at the new fulfillment center "will pick, pack and ship large customer items, such as sports equipment, patio furniture, fishing rods, pet food, kayaks, bicycles and larger household goods." The current Amazon fulfillment facility packages and ships only smaller items.

According to news reports, the West Jordan City Council has approved more

see AMAZON page 19

Utah keeps on hiring; jobless rate unchanged

Utah's jobless rate continues to be among the nation's lowest, holding steady at 2.8 percent in July, according to figures released by the Department of Workforce Services. The U.S. unemployment rate was also unchanged for the month at 3.7 percent.

The unemployment rate means that about 45,400 Utahns were unemployed and actively seeking work during July.

For the past year, Utah's nonfarm payroll employment has grown by an estimated 3.6 percent, adding 54,400 jobs to the economy since July 2018. The number of Utahns currently employed sits 1,558,100.

"Utah's stellar economic performance continues," said Mark Knold, senior economist at the Department of Workforce Services. "Job growth remains strong while the unemployment rate is low. Jobs are plentiful and expanding job growth implies employers are resourceful in attaining a sufficient labor supply even in this low unemployment environment."

Utah's private-sector employment grew by 4 percent year-over with the addition of 50,900 positions. All 10 of the private-sector industry groups measured in the establishment survey posted net job increases in July. The largest private-sector employment increases were in education and health services (12,300 jobs), professional and business services (11,800 jobs) and manufacturing (6,600 jobs). The fastest employment growth occurred in information (6.4 percent), education and health services (6.3 percent) and construction (6 percent).

Is a recession coming? Romney doesn't think so

Brice Wallace
The Enterprise

Utah's junior senator believes the U.S. is not headed for a recession but "we'll see with time."

Speaking at the Wasatch Business Series last week in Millcreek, U.S. Sen. Mitt Romney acknowledged that "we're always sort of on the lookout for those things that might cause people to run like lemmings in such a way that we all pull back and cause our country to have a rough spell."

"It's probably easy to say yes," Romney said about predicting an econom-



U.S. Sen. Mitt Romney, R-Utah, talks about the national economy during the Wasatch Business Series last week at Golden Customer Care in Millcreek. The event was hosted by the Millcreek Business Council with support from five chambers of commerce and the Utah Independent Business Coalition.

see ROMNEY page 6



Talent Ready Utah and its partners announce new youth apprenticeship program

The Talent Ready Utah Center, in partnership with Salt Lake Community College, Salt Lake City School District, Salt Lake Education Foundation and rail equipment manufacturer Stadler US, has announced the start of a new youth apprenticeship program for the Utah. The program will be called Talent Ready Apprenticeship Connection (TRAC).

“The Talent Ready Apprenticeship Connection creates a strong partnership with industry and education, working together to increase the talent pipeline in Utah,” said Gov. Gary Herbert. “This model works well in Utah because of our collaborative culture of working together to solve difficult problems. This program will be a shining example in our state and the nation.”

TRAC is designed to provide meaningful work experience for students engaged in learning the skills they need for a successful career. Students split their

time between the classroom and workplace, applying knowledge through a hands-on learning routine. As part-time employees of the Stadler US railcar manufacturing plant in Salt Lake City, students earn a wage pursuing their education toward a high-paying career. By linking the efforts of industry and education, the TRAC program creates a model that is beneficial to both students and businesses.

“We strive to be a part of the community and provide opportunities for Salt Lake City,” said Martin Ritter, CEO of Stadler US. “Apprenticeships are standard in many European countries, where students can gain hands-on work experience, alongside theoretical training from Day One. It’s with great pleasure that we announce such a program for Utah students.”

Salt Lake City School District is the first Utah district to provide a youth apprenticeship

model of this kind. Students complete the first year of the program during their senior year, where the time is split 50/50 between school and apprenticing at Stadler US. After the students complete their first year, they’ll then attend Salt Lake Community College, with full tuition paid for by Stadler US, as they continue the apprenticeship for two more years.

“Salt Lake City School District is honored to partner with Stadler US in creating an apprenticeship program for our students,” said Lexi Cunningham, superintendent of Salt Lake City School District. “Allowing students an opportunity to attend school and apprentice at Stadler US will help them better prepare for future success.”

Sixteen students have been selected to begin the program this fall. They will be the first students in Utah to participate. Following successful completion of the

three-year program, students are eligible to be hired as full-time employees at Stadler US.

International rail vehicle construction company Stadler

is headquartered in Bussnang, Switzerland. Founded in 1942, it has a workforce of over 8,500 based in production facilities at over 40 locations.

Impartner acquires Amplifinity

Impartner, a Salt Lake City-based partner relationship management software provider, has acquired referral partner management software company Amplifinity of Ann Arbor, Michigan.

“The shift in today’s partner landscape is tectonic,” said Impartner CEO Joe Wang. “With factors such as changing business models due to SaaS companies and the shift to business unit buyers from IT, an increasingly omni-channel environment has emerged to serve the customer no matter how they reach out. The time is now to make sure we’re rounding out our technology with solutions like Amplifinity to help our customers bring the same process and structure we’ve brought to managing traditional partner models

to managing and rewarding new types of partners in this changing channel landscape.”

“This acquisition underscores that emerging partner groups have moved into the main-stream mix for corporations everywhere and need to be managed as such,” said Amplifinity CEO Bill Weissman. “Traditional and nontraditional partners are the new normal for corporations everywhere, and by bringing our technology together with Impartner’s, customers now have a complete tool set to maximize their business relationship with every type of partner and accelerate revenue for everyone.”

The acquisition includes Amplifinity’s referral marketing software and Amplifinity’s team will remain in the company’s Ann Arbor offices.

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Med Venture announces new CEO for Nimbus

Salt Lake City-based Nimbus Concepts, a medtech company that markets devices for pain management, has a new CEO. The managing partners of Med Venture Holdings, the medical industry investment firm that owns Nibbus, has named Bret Boudousquie to lead the company.

Boudousquie's appointment was effective in July. In his new role, he will oversee the U.S. commercialization, global expansion and ongoing development of the Nimbus product line and its future products, said Travis Sessions, a partner at Med Venture Holdings.

Boudousquie comes to Nimbus from RadiaDyne, where he was president. RadiaDyne is a commercial-stage company that develops and markets medical devices and patient monitoring equipment used during radiotherapy for cancer treatment. Prior to RadiaDyne, Boudousquie's career was focused on evolving minimally invasive surgical procedures primarily in orthopedics,

spine and general surgery.

"I am very excited to work with the Nimbus team and look forward to replicating the great success they have had in Australia, as we expand in the U.S. and other countries throughout the world," Boudousquie said. "We have great confidence in the Nimbus RF Multitined Expandable Electrode as both current users and new users have shared the great value Nimbus provides for their chronic pain patients."

"Nimbus is providing great value to our interventional pain management physicians, hospital customers and patient stakeholders," said Sessions. "We have confidence that under Bret's leadership, we can leverage this experience and capture the significant market opportunity in the U.S. and other countries. I am confident that Bret's leadership and track record of driving growth with differentiated medical technologies will ensure the success of this business."

Visit Salt Lake lists 2nd-quarter bookings

Visit Salt Lake, the non-profit corporation tasked with the promotion of the Salt Lake City area as a convention and tourism destination, has announced that it booked 51 meetings, athletic events and conventions during the second quarter of 2019. The organization said the events will collectively attract more than 218,000 attendees who will spend approximately \$202 million while visiting the area.

Among the largest and most notable of the bookings are:

FOCUS, a Colorado-based Catholic collegiate outreach program's SEEK event will attract more than 15,000 attendees who'll spend about \$14 million, meeting at the Salt Palace Convention Center at the end of 2021.

A **Pediatric Academic Societies** meeting will bring approximately 8,400 pediatric researchers, leaders in pediatric academics, clinical care providers and community practitioners to the Salt Palace next year.

The **Western Hunting & Conservation Expo** is returning to the Salt Palace Convention Center during February 2021 and will attract approximately 8,000.

The **RootsTech** conference, believed to be the world's largest family history technology conference, is expected to attract an estimated 27,000 attendees to the Salt Palace in February 2020.

Jam On It selected the Mountain America Expo Center for its three basketball events (the Memorial Showdown, Big Mountain Jam and Rocky Mountain Showcase) during June of 2020. Collectively, these three events will bring nearly 19,000 athletes, coaches and family members to the area.

Vasayo, a Utah-based company that produces and sells health-

care products through a direct-sell model, will hold its Vasayo 2020 International at the Salt Palace. The event attracted 1,500 attendees who spent nearly \$1.5 million while in the community last time they were here.

Educational Testing Services, a New Jersey-based nonprofit organization, is bringing its Advanced Placement Readings event with about 3,300 attendees to the Salt Palace in 2021.

USA BMX, the national governing body for the sport of BMX, will host more than 2,000 athletes

for a 2020 Olympics qualifying event at Salt Lake's Rad Canyon BMX facility.

Local healthcare products company **Yoli** is holding its 2020 annual meeting in August at the Mountain American Expo Center.

The **American Association of Airport Executives** will hold its Design and Construction Symposium with 1,200 people at the Salt Palace in February 2021.

Visit Salt Lake also booked a number of events during the second quarter of 2019 that have already occurred or will happen soon, the agency said.

Lindon's Profire Energy buys Midflow Services

Lindon-based Profire Energy Inc., a technology company which creates, installs and services burner and chemical management equipment in the oil and gas industry, has announced that has entered into an agreement to acquire Midflow Services LLC. The transaction closed Aug. 5.

Profire paid a total purchase price of \$3.4 million, including \$1.9 million paid in cash to the sellers at closing, \$500,000 placed in a one-year escrow to secure the sellers' post-closing obligations to Profire and the issuance of \$1 million in restricted shares of Profire common stock.

Midflow becomes Profire Energy's wholly owned subsidiary.

Based in Millersburg, Ohio, Midflow designs, builds and services burner control, production process and safety shut-down systems for the oil and gas industry, specializing in upstream and midstream oil and gas production equipment.

"We are extremely pleased to announce the acquisition of Midflow Services," said Brenton W. Hatch, president and CEO of Profire. "Much like Profire, Midflow has established an unmatched reputation of expertise and reliability. Acquiring Midflow and its current team

— which has over 65 years of combined oil and gas experience — serves to further enhance Profire's position as the industry leader in service and technology."

"Midflow has been one of Profire's most prominent authorized service providers and product resellers for years," said Cameron Tidball, chief business development officer for Profire. "This acquisition represents a significant step in our strategic path to strengthen our market position, as well as expand our current and future product offerings to upstream and midstream operators."

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CORPORATE FINANCIAL REPORTS

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

Myriad Genetics

Myriad Genetics Inc., based in Salt Lake City, reported a net loss of \$4.2 million, or 6 cents per share, for the fiscal fourth quarter ended June 30. That compares with net income of \$14.5 million, or 20 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$215.4 million, up from \$193.8 million in the prior-year quarter.

For the full fiscal year, the company reported net income of \$4.6 million, or 6 cents per share. That compares with \$133.3 million, or \$1.85 per share, for the prior fiscal year.

Revenue in the just-finished fiscal year totaled \$851.1 million, up from \$743.7 million in the prior year.

Myriad Genetics discovers and commercializes molecular diagnostic tests.

"Fiscal year 2019 revenue increased 14 percent with earnings up 18 percent," Mark C. Capone, president and CEO, said in announcing the results. "Unfortunately, revenue in the fourth quarter was 2 percent below expectations, largely due to lower reimbursement for our expanded carrier screening test."

"Looking ahead to fiscal year 2020, with stabilized pricing, growing new product volumes and recent reimbursement advances with GeneSight, we are highly optimistic about our ability to deliver an inflection in revenue and earnings as we transition through the fiscal year."

Purple Innovation

Purple Innovation Inc., based in Alpine, reported a net loss of \$7.3 million, or 16 cents

per share, for the second quarter ended June 30. That compares with a loss of \$5.6 million, or 12 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$103 million, up from \$75.8 million in the year-earlier quarter.

Purple designs and manufactures comfort products, including mattresses, pillows and cushions.

"The positive top-line momentum we experienced at the start of the year carried over into the second quarter," Joe Megibow, CEO, said in announcing the results. "We once again delivered strong year-over-year revenue growth as our wholesale door expansion and enhanced marketing programs are continuing to drive greater awareness of the Purple brand and create even greater demand for our differentiated product offering."

"Importantly, the initiatives we have successfully deployed in our manufacturing, supply chain and fulfillment processes, combined with advancements with our marketing effectiveness, are yielding improved operating margins and generating increased cash flows."

Megibow said the company is "very pleased with the way 2019 is unfolding."

"The growing team continues to demonstrate their ability to effectively execute and with a stronger balance sheet. I am confident that we are well-positioned to profitably capitalize on the numerous growth opportunities we believe exist for the company in the near and long term."

Security National Financial

Security National Financial Corp., based in Salt Lake City, reported after-tax earnings from operations of \$4.6 million, or 20 cents per share, for the quarter ended June 30. That compares with \$4.2 million, or

19 cents per share, in the prior-year quarter.

Revenues in the most recent quarter totaled \$68.4 million, down from \$68.9 million in the prior-year quarter.

The company has three business segments: life insurance, cemeteries/mortuaries and mortgages.

"I am quite pleased with the operational performance of our company during the second quarter, and year-to-date for that matter," Scott M. Quist, president, said in announcing the results. "Adjusting out the investment gains, losses or asset write-downs for the given periods, operational income increased 308 percent over second quarter 2018, and 627 percent over year-to-date 2018."

LifeVantage

LifeVantage Corp., based in Salt Lake City, reported net income of \$3.9 million, or 26 cents per share, for the fiscal fourth quarter ended June 30. That compares with \$3 million, or 21 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$56.2 million, up from \$54 million in the year-earlier quarter.

For the full fiscal year, the company reported net income of \$7.4 million, or 50 cents per share. That compares with \$5.8 million, or 41 cents per share, in the prior year. Revenues totaled \$226 million, up from \$203.2 million in the prior fiscal year.

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

"We are proud to report a strong finish to fiscal 2019, generating the highest annual revenue in the company's history while exceeding our fiscal 2019 adjusted EPS (earnings per share) guidance," Darren Jensen, president and CEO, said in announcing the results.

"We continue to see positive trends in our active member counts, reflecting successful execution of each of our 2019 strategic initiatives. We have also expanded our geographic footprint and enhanced our innovative product offering. Looking to fiscal 2020, we remain focused on the key drivers of our continued growth, while embracing new initiatives with the intent to expand these drivers and capitalize on the ever-growing global consumer interest in improving health and enhancing lifestyles."



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ROMNEY
from page 1

ic downturn, “but I don’t think that’s the case. My own view is, we’re not headed for a recession. Again, don’t take that to the bank because, again, irrational behav-

ior is at hand here.” Romney prefaced his remarks by saying, “I do this with some trepidation,” because recessions are the product of irrational behavior and thus difficult to predict — the latter comments echoing those made by former Federal Reserve Chairman Alan Greenspan.

Sometimes, Romney said, something happens in an economy and people then “pull back” by not buying equipment or software, not hiring extra workers, or holding off on buying property. “And if that happens all at the same time for a lot of people, you have a recession,” he said.

The current concerns stem from an inverted yield curve — when long-term borrowing rates become cheaper than short-term rates — which recently happened in bond markets and often is a signal of a pending economic downturn or recession. Already, several nations are seeing that inversion and their economies are slowing, Romney said.

But Romney listed several attributes that shield the U.S. from a recession. Corporate tax cuts mean U.S. corporations — big and small — now have more money to spend and are using it to buy equipment, hire people, pay more dividends or provide payments to owners, he said.

Such a stimulative effect also has resulted from the nation taking in \$3 million in taxes but spending \$4 trillion.

“In your personal life, if you could spend 33 percent more than you take in and not have to pay it back, why, you could live pretty darn well, and we’re doing that as a country,” Romney said, noting that the U.S. is borrowing from the Chinese and others and is spending it. “And that spending allows us to have a little stronger growth than we otherwise would have,” he said.

Another element at work is that the U.S. has made it easier for companies that had left the U.S. to avoid taxes, to come back.

“So we’ve put a lot of gasoline, if you will, on the economic

fire,” Romney said. “And my own belief is we’ll probably continue to have growth in our country and not fall into recession even though I think other parts of the world are going to have a recessionary environment. I certainly hope that doesn’t happen, meaning I hope other parts of the world don’t suffer like that, but we’ll see with time.”

Nearly three of four economists believe the U.S. will have a recession by 2021, according to a survey by the National Association for Business Economics. President Donald Trump said last week that “we’re very far from a recession.” Still, the president confirmed that he was weighing the idea of a payroll tax cut to boost the economy.

Trump also tweeted that the news media is trying to create a recession, “even though the numbers & facts are working totally in the opposite direction.”

Politico reported that Mick Mulvaney, Trump’s acting chief of staff, told Republican donors last week that if the nation were to have a recession, it would be “moderate and short.”

The Wasatch Business Series event was hosted by the Millcreek Business Council with support from the Utah LGBTQ+, South Salt Lake, Murray Area and Holladay chambers of commerce; the Sugar House Chamber; and the Utah Independent Business Coalition.

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Industry Briefs

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

ARTS/ENTERTAINMENT

• **Splash City Adventure Park** is under construction as the first major water park of its kind in St. George. The park is expected to open its gates for the summer 2020 season. It will offer water slides, pools, a "lazy river," a wave pool, play areas and splash pads, and free amenities. The park creator is **Jim Mayoros**.

ASSOCIATIONS

• **Employers Council**, offering human resource and employment law services for the business community, has added six members to its board of directors, including **Donna Milavetz**, CEO and chief medical officer of OnSite Care in Salt Lake City. Milavetz has more than 20 years of healthcare experience, including founding OnSite Care in 2007. The company operates on-premise primary care clinics that provide personalized, affordable medical care and wellness programming to employers and employees. Milavetz previously practiced internal medicine and served as the medical director of McKay-Dee Women's Health Center, trained at a Harvard training hospital and has worked for the Mayo Clinic.

BANKING

• **TAB Bank**, Ogden, has hired **Rocky Lozano** for its business development team as vice president and business development officer. He will be based in Dallas and be responsible for sourcing new business opportunities by providing asset-based and factoring working capital facilities to commercial entities in the southwestern United States with annual revenues of \$2 million to \$150 million. Lozano has worked as a business development officer in the accounts receivable and asset-based lending space for many years. He worked for 10 years with Bank of America before diving into the consulting world as a project manager.

CONSTRUCTION

• **Stantec**, an engineering, architecture and consulting firm, is consolidating Salt Lake City-area employees from three offices into an existing location at 2890 E. Cottonwood Parkway, Salt Lake

City. More than 100 employees from the firm's water, mining, environmental services and community development business lines will occupy approximately 20,000 square feet in Suite 300.

• **Sundt Construction Inc.** has hired **Jasen Bennie** as the Intermountain Area manager for the Transportation Group, working out of Sundt's Salt Lake City office. Bennie has more than 19 years of construction and senior management experience in both the private and public sectors. He has held multiple positions in his career, including project engineer, estimator, project manager, senior project manager and area manager.



Jasen Bennie

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ECONOMIC INDICATORS

• **Salt Lake City** was recently ranked No. 2 in the nation, behind only Austin, in a list of the "50 Best Places in America for Starting a Business," compiled by **Inc.** Startup Genome analyzed the data and scored cities on seven indicators, from early-stage funding metrics to job creation. "Mormons, skiing, and a herd of tech unicorns have colonized Silicon Slopes, the region with the greatest volume of high-growth companies," the report said. Following Salt Lake City in the top five were Raleigh, North Carolina; Nashville; and San Francisco.

• **Utah** is ranked No. 2 among states for **spending the least money on healthcare annually**. The rankings were made by **TheSeniorList**, using the most recent data from the **Healthcare Cost Institute**. Utah residents spend an average of \$4,499 per

year on healthcare, which is below the national average of \$5,640.78. Hawaii residents spend the least, at \$3,626 per person. The study indicates that healthcare spending in the U.S. has increased by 17 percent since 2013; Americans spend \$3.5 trillion annually on healthcare, which accounts for 18 percent of GDP; and spending on prescription drugs nationally has increased 29 percent since 2013.

• **Utah** is the No. 7 best state for journalists to live and work, according to a study by **SafeHome.org**, using data from the **U.S. Department of Labor**, **Zillow** and **U.S. Free Press Tracker**. The rankings were determined by factoring in the latest statistics and trends in employment opportunities, median salary, cost of living and safety concerns including attacks on media members. Utah statistics include an annual median wage of \$40,960 and median monthly rent of \$1,235. The best state for journalists is Oklahoma. The worst is Oregon. The best city is Washington, D.C. The worst is San Jose.

EDUCATION/TRAINING

• **Talent Ready Utah** has launched the **Utah Rotor Pathway** program with **Southern Utah University**, **Alpine** and **Iron county school districts**, **Helicopter Association International** and **12 local helicopter companies**. A system of stackable credentials that begins in high school and continues through college supports the Utah Rotor Pathway. It is designed for students interested in helicopter aviation and who want to become pilots or technicians. Utah Rotor Pathway will begin this fall.

ENVIRONMENT

• **UCAIR**, the Utah Clean Air Partnership, has elected and inducted a new executive committee for the 2020-2021 term. **Amanda Smith** was elected as board chair.



Amanda Smith

She is the vice president of public policy and senior counsel at S Power and previously was the executive director of the Utah Department of Environmental Quality (DEQ). Prior to being named chair, she served as the board secretary. The executive committee includes **Dr. Liz Joy**, Intermountain Healthcare medical director of community health and clinical nutrition and chair of Intermountain's Air Quality and Health Committee, chair-elect; **Scott Baird**, interim executive

director of the DEQ, secretary; and **Paul Hacking**, president of Tooele Technical College, treasurer. The executive board works with UCAIR's executive director, Thom Carter, to set the direction of the organization.

GOVERNMENT

• The **Utah Department of Workforce Services** has selected **Melisa Stark** as the new commissioner of apprenticeship programs. Stark will be responsible for working with industry and education leadership to expand apprenticeship opportunities throughout



Melisa Stark

the state. Stark has more than 23 years of experience at Workforce Services, including as an industry lead, grants specialist and leading the department's employment initiatives program. Since 2013, Stark has led Utah's efforts in building education and industry partnerships through the Utah Cluster Acceleration Partnership and Talent Ready Utah grants.

HEALTHCARE

• **Forum Health LLC**, a Salt Lake City-based provider of personalized healthcare, has acquired **HealthSpringMD**, based in Fort Worth, Texas, and **Advanced Integrative Healthcare**, based in Bloomingdale, Illinois. Both are functional and integrative medical practices. Financial terms were not disclosed.

• **ProLung Inc.**, a Salt Lake City-based company focused on reducing the time to diagnosis for lung cancer patients, has appointed **Leavitt Partners** to its board of directors, with **Rich McKeown** acting as its designee. McKeown, co-founder and chairman of Leavitt Partners, served on the ProLung board from 2014-2017. In previous roles, McKeown served as chief of staff for Mike Leavitt



Rich McKeown

at the U.S. Department of Health and Human Services (HHS), served as senior counselor and chief of staff to Administrator Mike Leavitt at the U.S. Environmental Protection Agency (EPA), served as chief of staff to Gov. Mike Leavitt and as commissioner of the Utah State Tax Commission. McKeown's education includes a juris doctorate from the University of Utah.

INVESTMENTS

• **Inside Real Estate**, a Draper-based real estate software company, has reached an agreement in which **Lovell Minnick Partners**, a private equity firm focused on investments in the global financial services industry, including related technology and business service companies, will become the company's new primary financial investor, backing its long-term strategy and vision. Financial terms were not disclosed. Inside Real Estate said the investment will fuel its continued growth, provide financing for future acquisition opportunities and help create an environment to attract, develop and retain top talent. **GCA** acted as an exclusive financial advisor to Inside Real Estate in the transaction. **Morgan, Lewis & Bockius** served as legal counsel to LMP, while **Parr Brown Gee & Loveless** served as counsel to Inside Real Estate.

• **Finch**, a Salt Lake City-based paid media automation platform company, has received investment funding from private equity firm **Boathouse Capital**. The amount was not disclosed. Finch launched in 2009 and now has more than 750 customers and

see BRIEFS next page

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Industry Briefs

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offices worldwide. This is the first outside funding for the company, which plans to use the funds to grow its software development, marketing and sales initiatives.

LAW

• **Eli Milne** has rejoined **Durham Jones & Pinegar** as a shareholder in St. George. Milne most recently had a clerkship with U.S. District Court Judge David Nuffer. Milne is a member of the firm's litigation section. His practice primarily focuses



Eli Milne

on helping clients resolve legal issues related to contracts, business transactions, land, intellectual property, civil rights and white-collar crime.

MANUFACTURING

• **Merit Medical Systems Inc.**, a South Jordan-based manufacturer and marketer of disposable medical devices, has appointed **Lynne N. Ward** to serve as an independent director of the company. Ward is the executive director of my529 (formerly Utah Educational Savings Plan), the nation's largest state-run college savings plan offering municipal fund securities. Ward, a Certified Public Accountant, served as a senior leader and advisor to Govs. Olene S. Walker and Michael O. Leavitt. She has extensive for-profit and nonprofit board experience, which includes at Stampin' Up Inc., Blue Healthcare Bank, the University of Utah Investment Advisory Committee and the Utah Chapter National Association of Corporate Directors.



Lynne Ward

Ward, a Certified Public Accountant, served as a senior leader and advisor to Govs. Olene S. Walker and Michael O. Leavitt. She has extensive for-profit and nonprofit board experience, which includes at Stampin' Up Inc., Blue Healthcare Bank, the University of Utah Investment Advisory Committee and the Utah Chapter National Association of Corporate Directors.

NONPROFITS

• **Operation Warm**, a national nonprofit that creates brand-new, high-quality coats for children, has a new team member in Salt Lake City. **Michael Andrews** is manager of corporate partnerships, Intermountain West, at Operation Warm and his office is located at Impact Hub Salt Lake, 150 S. State S., Salt Lake City. Andrews is responsible for driving new business development opportunities, with a focus on strategies to generate and keep partnerships in the Midwest markets for Operation Warm. Andrews' experience includes serving as manager of youth and family programs for Mayor DeeDee Corradini, including raising the necessary funds to build what is now called the Sorenson Multicultural Center while working closely with James Levoy Sorenson; working in Florida as a consultant with organizations to help underserved communities; working as the development director on the Walmart account for Children's Miracle Network; and serving as COO for the YMCA. Andrews graduated from the University of Utah.



Michael Andrews

Andrews' experience includes serving as manager of youth and family programs for Mayor DeeDee Corradini, including raising the necessary funds to build what is now called the Sorenson Multicultural Center while working closely with James Levoy Sorenson; working in Florida as a consultant with organizations to help underserved communities; working as the development director on the Walmart account for Children's Miracle Network; and serving as COO for the YMCA. Andrews graduated from the University of Utah.

PHILANTHROPY

• **American Express** in Salt Lake City recently provided a community grant of \$10,000 to **Needs Beyond Medicine**. The

grant will help combat cancer during 2019 with current cancer patients' non-medical expenses while in treatment. Needs Beyond Medicine's Relief Program is the cornerstone of the organization and will be funded through the donation.

RECOGNITIONS

• **Mountain America Credit Union** has been named the **2019 Best-In-State Credit Union for Utah** by **Forbes**. In partnership with **Statista**, a market research firm, Forbes surveyed more than

25,000 U.S. residents to determine credit union members' satisfaction. Survey participants ranked their general satisfaction and recommendation, focusing on five areas; trust, terms and conditions, branch services, digital services and financial advice.

RETAIL

• **The Store**, an independent chain of specialty grocery stores, has opened a location at 90 S. Rio Grande St. at The Gateway in Salt Lake City. The 9,000-square-foot store also offers a seating area.

SERVICES

• **PPS Data LLC**, a Murray-based payment reconciliation service company for pharmacies, has rebranded to a new name, **Procuity**. Earlier this year, PPS Data announced the sale of its reconciliation product, ProviderPay, and the pending rebranding. The company said the new name pays homage to its original ProviderPay name and that "cuity" comes from "acuity," defined as "sharpness or keenness of thought, vision, or hearing."

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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. 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>.

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 South Valley Chamber 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. 27, 6:30-8:30 p.m.

“Smart Start for Business Beginners,” a Small Business Development Center (SBDC)

event. Location is Tooele City Hall, 90 N. Main St., Tooele. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

Aug. 28, 6:30-8:30 p.m.

“Simple Steps: Capital,” 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. 28, 8:30 a.m.-1 p.m.

Utah County Employment Law Seminar, a Parsons Behle & Latimer event. Topics include “Employment Basics for Small Businesses and Startups,” presented by Sean A. Monson; “Weed and the Workplace: Navigating New Marijuana Laws,” presented by Mark A. Wagner; and “Telecommuting: Legal Risks and Solutions,” presented by Christina M. Jepson. Location is PBL, 2901 Ashton Blvd., Lehi. Cost is \$45. Registration can be completed at Eventbrite.com.

Aug. 28, 4-6 p.m.

“Walkable Wednesday,” a ULI (Urban Land Institute) Utah event featuring a tour showing the recent renovations to The Gateway and following Salt Lake County Regional Development’s event titled “Making Strides: Creating Walkable Communities,” presented by Jeff Speck, author of *Walkable Rules: 101 Steps to Making Better Places*. Tour begins near the main entrance to Vivint Arena (east side). Free for ULI members, \$15 for nonmembers. Details are at <https://utah.uli.org/events/>.

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 southjordanchamber.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.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Dave Nicponski, 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.

Aug. 30, noon-1 p.m.

“Startup Conversation,” a Silicon Slopes event featuring Brock Blake, Lendio founder and CEO; and Levi King, Nav founder and CEO. Location is Kiln SLC, 26 S. Rio Grande St., Unit 2072, Salt Lake City. Free. Details are at siliconslopes.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 is Brick Oven, 10622 S. River Front Parkway, South Jordan. Details are at southjordanchamber.org.

Sept. 3, 6:30-8:30 p.m.

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

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

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

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. 5, 6-7:30 p.m.

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

Sept. 6, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event featuring networking. 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. 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://firstfridaysnetworking.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 thechamber.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 westjordanchamber.com.

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

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

Sept. 10, 6:30-8:30 p.m.

“Grow Your Business: Idea Validation,” a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University,

There are many ways to mess up your business without breaking a sweat

No matter their strengths, businesses, like people, are always at risk. Some dangers are so blatant they dare being ignored. But others, far less obvious, cause untold — and even fatal — damage, eating away and undermining a company's best efforts.



JOHN GRAHAM

Their work is insidious and relentless, going unnoticed until it's too late. And it all happens without anyone breaking a sweat.

Even so, there are clear, but unseen, indicators that a business is in trouble. Here are nine to consider:

1. Wanting to believe

everything is going great. Businesspeople don't like bad news. They reject it as they would an unwanted solicitor. And then they quickly add, "I want to be around positive people."

Jim Holt comes close to the truth in his review of Chuck Kloserman's book *But What If We're Wrong*. Holt states, "Most of what we believe is likely to be

wrong." If that's true, then doubt, not certainty, is the only positive action.

2. Ignoring details. A lack of productivity imperils businesses, caused by the extraordinary amount of time that's lost by following up on what's being ignored. We assume that someone will come along and clean up our mess.

But that's not the Apple way, as Michael Gartenberg discovered on his first day there. He sent someone an email. "I got it back, and at the end of it, it said, 'P.S. spelling counts here.'" Gartenberg had typed "the" as "hte."

The way we view details reveals how we regard others and what we view as important.

3. Decisions based on the leader's opinions. Many business owners and managers believe it's their role to be "decider-in-chief." They have firm — cast in concrete — opinions on everything. Research, surveys, studies, facts, knowledge and the experience of others don't count. They proudly trust their gut.

Employees learn quickly that discussion is useless, and new ideas are on an "unwanted list." It's a perfect way to strangle a business.

4. Poor planning. Sure, it's fun to talk about "wow" ideas. They create excitement and lots of energy, but little or no action, even though that's what makes a difference. Everyone goes away and nothing happens. It's the same the next time.

To keep a business on track and growing, there's only one question that gets the wheels moving, that generates fire, not smoke. There's only one question that gets results: "Who's going to do what, why and when?" Nothing else matters. It's nailed down. No loose ends. Some call it "taking responsibility," while for others it's "accountability." It's all the same; it's what it's all about.

5. Data blindness. When asked why his insurance agency couldn't launch an e-newsletter for its clients and prospects, the principal — a smart client-oriented and capable underwriter — said, "We can't do it until we get our database straightened out." He's not alone. Good businesses fall behind and others die or merge because they're gridlocked, unable to develop and implement an effective plan to gather the information they need. Too many suffer from the debilitating case of data blindness — the inability to recognize that their survival depends on the accuracy and completeness of updated, relevant, reliable and accessible information.

6. Failure to adapt to customer behavior. After launching its Nest Cam, the company found that many customers were pointing them out the window to keep track of what was going on, according to *IoT Daily's* Chuck Martin. Rather than letting a competitor run with the idea, they launched a weatherproof outdoor

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Succeeding in Your Business

Is your deal stalled? Here are four secrets to getting it done

"My partner and I own a service business we've been trying to sell for some time. We finally found a buyer, but the process just seems to be taking forever. The buyer's attorney seems to be taking a long time to review our attorney's



draft documents, and our attorney doesn't seem to want to push things as fast as we want him to. We've explained to

him that 'time kills deals,' and we're really worried that the deal will fall apart if pressure isn't constantly being applied to get things done. Do you agree or are we missing something here?"

You are right, of course, about time killing deals. But pushing things faster than they're able to go can kill deals just as easily. I assume you are selling the assets of your service business, as that's how most of these transactions are structured. An asset-sale transaction has a lot of moving parts that all have to synchronize before a closing can take place. For example:

- Your landlord will need to consent to the buyer's assuming your existing lease of your business premises, and he probably will want to see financial statements and other documentation for peace of mind that the buyer's credit risk is the same or better than yours.
- You will have to get consent from any leasing companies from which you lease equipment.
- If your business is a franchise, you will have to get the franchisor's consent.
- Your accountant and the buyer's accountant will have to agree on allocating portions of the purchase price to specific asset categories for tax purposes.

These things can't be done in a day or two. In my experience, it generally takes four to six weeks from the date you and the buyer initially agree on the purchase price to close a sale of business assets. Pushing any faster than that can be very counterproductive.

If there is a real urgency in closing your deal by a specific date, by all means you should communicate this to your attorney so he can communicate it to the buyer's attorney. That may help move things along. If there is no such urgency, however, I would advise you to cool your jets and let your attorney and the buyer's attorney work through

the details at a reasonable pace.

Here are four rules I live by when it comes to getting deals done:

Rule No. 1: Deals always go more smoothly when the attorneys work together as a team. Contrary to popular opinion, this is one are-

na in which you and your attorneys should not be aggressive or adversarial. It's the buyer's money, after all, and he should have sufficient time to understand what he is signing and the obligations he is assuming. By pushing him too

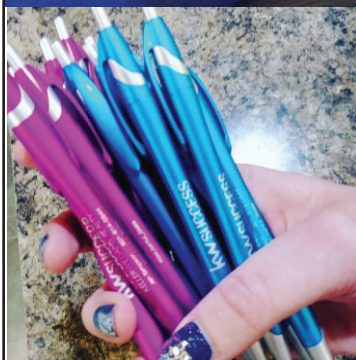
hard to close quickly, you will get him (and his attorney) very nervous. The buyer will begin to suspect there are skeletons in this business's closet and will conduct his due diligence with an electron microscope instead of a magnify-

ing glass. His attorney will start worrying about his malpractice liability and will be sure to get his back up, raising unnecessary issues and nitpicking the docu-

see ENNICO page 19

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Three essential elements of business fulfillment and how to achieve them

In the world of commerce, the word *fulfillment* refers to the processes that handle, execute and fulfill customer orders. It entails successfully fulfilling the value chain that delivers on the promises we make to those who buy our products and/or services.

When applied to the human element of business (and life in general), fulfillment refers to the achievement

of a desirable goal or state of becoming pursued by an individual or group of people. This can be a lifelong quest — or a short-term pursuit. Either way, it gives achievers a sense of accomplishment, a feeling of “having arrived.”

In one of the training experiences my company has provided, we taught a group of CEOs how to rappel. This was a new skill for these gentlemen, and most of them were a bit nervous about the process of descending a near-vertical rock face of about 40 feet. They were right to be uncomfortable. We refer to rappelling as a “mission-critical” experience,

meaning that if it is done improperly, you could die!

We taught them using the *See, Hear, Say, and Do* training method. On a very short first rappel, they watched us — the *See* portion of the training. Next, the short rappel was repeated, while we told them exactly what we were doing at every nuance of the process — the *Hear* phase.

Then, we repeated the short rappel again (several times), having each participant tell us each step in the rappelling process — the *Say* portion of the training. Finally, in the *Do* phase, we had each CEO execute the same short rappel, repeating the process until all participants had succeeded. Only then did we move to the 40-footer. Each CEO succeeded, and all had a thoroughly enjoyable experience.

Our rappelling training fits both of the fulfillment definitions I've mentioned here. Our group of CEOs wanted to learn how to rappel, and by virtue of our value chain, we delivered that outcome. It was also a “bucket list” item

for each of them. By fulfilling our value chain, they were personally fulfilled, having developed a new competence that they could confidently use at future times in their lives.

Both of these measures of fulfillment are essential to the long-term success of your company and both are a function of the competence and confidence of your people.

In order to achieve high levels of competence and confidence, your organization must maintain a focus on three critical items:

1. Your Value Proposition:

This is the promise inherent in the product or service you are selling. It should provide a clear set of demonstrable benefits that your customer desires — and that you will consistently fulfill.

2. The Operation to Fulfill

Your Value Proposition: This includes your entire value chain. For your company to be successful, your operation must be both effective (delivering the customer benefits promised in your value proposition) and efficient (fulfilling the value proposition with a minimum of waste and at a rea-

sonable cost).

3. The Competency of Your People: Your operation delivers your value proposition only when your people become highly competent in overseeing and performing their essential roles.

Leaders should make sure that they have developed mechanisms whereby competency can be confirmed to assure that new employees are growing from novices to competent individual contributors. Where competency development may appear to be stalled, leaders should remember that human beings learn in a variety of different ways. Indeed, seven distinct learning styles have been identified:

- *Visual Learners* learn best from images and pictures, including videos of operating processes.

- *Aural Learners* prefer to learn from the spoken or recorded word.

- *Linguistic Learners* learn best from the written word, from books and manuals.

- *Kinesthetic Learners* prefer “hands-on” training that allows them to engage physically with operations and processes.

- *Logical Learners* learn best from flowcharts, schematics, and detailed cause-and-effect explanations.

- *Social Learners* prefer to learn within groups of people wherein interaction provides both active experience and review.

- *Solitary Learners* learn best when working alone in a self-study mode.

Individuals often exhibit their best competency development when leaders provide a mix of training to accommodate these diverse learning styles.

Leaders who are attentive to building the competence and confidence of their people build the foundation for delivering fulfillment of their value proposition, and customer fulfillment as well. Perhaps most importantly, they also facilitate the career fulfillment of their employees.

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



RICH TYSON

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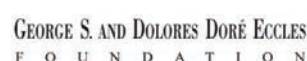
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Opinion

Note to administration: You can't have your tariff cake and eat it, too

When it comes to trade policy, Pres. Donald Trump and his adviser Peter Navarro provide endless examples of incoherent economic thinking. They regularly claim that X is true, and then in the next breath, they assert that not-X is also correct. Let's consider two recent examples.

The first involves Navarro. Following an announcement that the administration was again ready to hit Chinese imports with a new round of tariffs, Navarro made the rounds on TV to argue that consumers should not worry because this will not affect them at all. Talking to Fox Business Network's Gerry Baker, Navarro said, "There's a lot of people who are saying, incorrectly, that somehow the American consumer is bearing the burden of these China tariffs. And it's just false." In other interviews, he went on to praise the billions of dollars raised by Uncle Sam from the tariffs.

These claims make no sense. The whole point of Trump's tariffs is to raise the prices of foreign goods to make them so unappealing to U.S. consumers that these consumers will instead buy more domesti-

cally made goods. Some of the Chinese producers of the goods could, in theory, eat the full cost of the tariffs and suffer reduced profit margins. However, in reality, importers pass a large portion of the costs of tariffs on to customers — manufacturers and households in the United States — by raising their prices. In fact, many academic studies have found that most or all of the burden of these tariffs is borne by U.S. consumers.

A 2019 study called "The Return to Protectionism" for the *Quarterly Journal of Economics* — written by four economists, including the chief economist of the World Bank Group — found that American consumers are the ones shouldering the nearly \$69 billion in added costs imposed by the last year's tariffs on imports from China.

A Congressional Research Service report also found that tariffs imposed on global washing machine imports had jacked up prices by about 12 percent compared to January 2018, before the tariffs came into effect.

And a Peterson Institute for International Economics report found that

steel and aluminum import tariffs increased the price of steel products by almost 9 percent, which will "push up costs for steel users by \$5.6 billion." Since then, these costs have gone up even more.

Now multiply all of these cost increases by all the industries downstream of the many Trump tariffs, and you can better assess the damage. The bottom line is that Navarro cannot simultaneously claim that prices aren't going up and that the tariffs are working to protect American consumers.

The second example comes from Trump himself. On Aug. 6, the president tweeted that "Massive amounts of money from China and other parts of the world is pouring into the United States for reasons of safety, investment, and interest rates! ... A beautiful thing to watch!" This boast is stunning because it seems like the president fails to understand that the more foreigners invest in the United States, the higher the U.S. trade deficits are — which he is openly hostile to — and the stronger the U.S. dollar is relative to other currencies like the Chinese yuan — which he also opposes.

You see, one important fact that eludes

our president is that the main way for foreign investors to acquire the dollars they invest in the United States is to sell us stuff. They send us goods that we want, and in exchange, we send them dollars. The beauty of the whole system is that the dollars we send across our northern and southern borders as well as abroad come back home when foreigners purchase American exports or make investments in America. U.S. economic growth, innovation and living standards all rise when that happens. Moreover, because the United States is viewed as a great place for investments, there's a stronger demand for U.S. dollars, and that pumps up the value of the dollar.

Like Navarro, the president is trying to have his cake and eat it, too. Their incoherence — including frequent praise for phenomena that result from the economic processes they claim to hate — would be entertaining if the policy consequences weren't self-destructive trade barriers.

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



MARC THIESSEN

Trump is no more responsible for El Paso than Warren is for Dayton

Fareed Zakaria is on vacation this week. Marc A. Thiessen is filling in.

As soon as authorities said they suspected the El Paso mass shooter was the author of a hate-filled, white-supremacist online manifesto, Democrats began blaming President Trump. "He is a racist," said Sen. Elizabeth Warren, D-Massachusetts, "and we've seen the consequences of it." Sen. Bernie Sanders, I-Vermont, said on Twitter about the president, "Your language creates a climate which emboldens extremists." Rep. Alexandria Ocasio-Cortez, D-New York, declared that Trump was "directly responsible" for the shooting.

That is shameful.

Trump is not responsible for the actions of a madman. As Democratic presidential hopeful Julián Castro, a lonely voice of reason on the left, correctly put it, "There's one person that's directly responsible for the shooting in El Paso and that's the shooter."

But if Democrats want to play politics with mass murder, it works both ways. Because the man who carried out another mass shooting 13 hours later in Dayton, Ohio, seems to have been a left-wing radical whose social media posts echoed Democrats' hate-filled attacks on the president and U.S. immigration officials. The Associated Press reported that a Twitter account that appeared to be his "showed tweets labeling himself a 'leftist,' bemoaning the election of Pres. Donald Trump, supporting Democratic Sen. Elizabeth Warren

and encouraging people to cut fences of immigrant detention centers."

Should we blame Warren for the Dayton massacre carried out by one of her supporters? How about Sanders, whose anti-capitalist rhetoric may have inflamed this young socialist? Or maybe we should blame Ocasio-Cortez for disgracefully comparing U.S. immigration facilities to "concentration camps" — a phrase that appears to have caught the Dayton shooter's attention? (He seems to be the second domestic terrorist to echo her rhetoric before carrying out an attack; the manifesto of the man who was shot to death by

police after he allegedly firebombed an ICE facility in Tacoma, Washington, last month also referred to "concentration camps.")

The answer to these questions is, "of course not." While the rhetoric used by these prominent Democrats is horrifying, they are not to blame. But they also can't have it both ways: If Trump is to responsible for El Paso, then Democrats are responsible for Dayton.

After the El Paso shooting, Trump declared "in one voice our nation must condemn racism, bigotry and white supremacy. These sinister ideologies must be defeated." But his critics claimed his statement was not good enough because Trump did not take personal responsibility for how his rhetoric has contributed to the El Paso massacre. "Donald Trump says hate has no place in this country; Donald Trump has created plenty of space for hate," Warren said.

Sorry, I missed the speech in which Warren, or any Democrat, has taken personal responsibility for how their inflammatory rhetoric contributed to the Dayton massacre. I also don't remember Democrats taking personal responsibility for how their virulent anti-Trump rhetoric contributed to the attempted assassination of Rep. Steve Scalise, R-Louisiana, and other Republican legislators in 2017 by a deranged former Sanders campaign volunteer — even though the shooter called Trump a "traitor" on social media, echoing now-disproved Democratic accusations that Trump col-

luded with Russia during the 2016 election.

Yes, Trump has coarsened political discourse. But Democrats were helping to coarsen it long before Trump came along. If you wonder why many Republicans don't take Democratic charges that the president is a racist seriously, maybe it's because they remember how in 2000, the NAACP spent millions on despicable ads linking George W. Bush to white supremacists who brutally lynched James Byrd

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CALENDAR

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815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

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 \$1,025. 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, 8-9:30 a.m.

"Utah at a Crossroads, A View into the Future," a Utah Department of Workforce Services (DWS) event. Speaker is Pamela Perlich of the Kem C. Gardner Policy Institute. Location is the DWS South County Employment

Center, 5735 S. Redwood Road, Room 114, Taylorsville. Free. RSPVs can be completed by emailing Jenny Jones at jenn-jones@utah.gov.

Sept. 11, 10 a.m.-noon

"Starting Your Business 101," a Salt Lake Small Business Development Center (SBDC) event. Location is Work Hive, 159 W. Broadway, Suite 200, Salt Lake City. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

Sept. 11, 2:30-5:30 p.m.

"Everyday Entrepreneur Pathway Program," a Salt Lake Community College series with weekly classes through November. Location is Salt Lake Community College's Miller Campus, Building 5 MCPC, 9750 S. 300 W., Sandy. Free. Details are at <https://mbrcslcc.com/eepp/>.

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

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THIESSEN

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Jr. in Texas in 1998. Or maybe it's because they remember how in 2012, then-Vice President Joe Biden told black Americans that Mitt Romney's "going to put y'all back in chains," and then-Democratic National Committee Chairwoman Debbie Wasserman Schultz accused Romney of using "a dog whistle for voters who consider race when casting their ballot." To the left, all Republicans are racists, not just Trump.

Democrats have also been blaming Republicans for inciting mass shootings long before Trump. They did it in 2011 after the shooting of then-Rep. Gabrielle Giffords, D-Arizona, in which she was wounded and six others were killed. The Democrats making the accusation, including Arizona Rep. Raúl Grijalva and then-Sen. Frank Lautenberg turned out to be wrong; the shooting had nothing to do with politics.

So, Trump is far from alone in his responsibility for the hateful rhetoric that is permeating American politics — a fact that many Democrats have just underscored by politicizing the El Paso tragedy before the smoke had barely cleared.

Marc Thiessen is an author and weekly columnist for *The Washington Post*. He served as a speechwriter for Pres. George W. Bush. Follow him on Twitter, @marcthiessen.



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CALENDAR

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S. 300 W., third floor, Sandy. Details are available by contacting Tim Cooley at (801) 957-5441 or timothy.cooley@slcc.edu.

Sept. 11, 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>.

Sept. 12, 19, 26

Digital Marketing Academy, a South Valley Chamber 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 8:30-10:30 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 “BusinessH20,” 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 Acquisition,” 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. 12, noon

“Facebook Advertising,” a Silicon Slopes event. Speaker is Aaron Novak, owner of Matix Labs. Location is Kiln, 2701 N. Thanksgiving Way, Suite 100, Lehi. Free. Details are at silicon-slopes.com.

Sept. 12, 5-7 p.m.

BioUtah Member Appreciation BBQ. Location is Recursion Pharmaceuticals, The Gateway, 41 S. Rio Grande, Salt Lake City. Free for members, \$20 for nonmembers. Registration can be completed at <http://www.bioutah.org/events/details/2019-membership-appreciation-bbq-5147>.

Sept. 12, 6-8 p.m.

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

Sept. 13, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Ben Levenger of Downtown Redevelopment Services. 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. 13, 8:30-10:30 a.m.

Industry Breakfast, a Silicon Slopes event. Speaker is Nate Walkingshaw, CXO at Pluralsight. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free. Details are at siliconslopes.com.

Sept. 13, 11:30 a.m.

Second Friday Casual Lunch, a ChamberWest event. Location is Wasatch Pizza, 2250 W. 5400 S., Taylorsville. Details are at chamberwest.org.

Sept. 13, noon-1 p.m.

Silicon Slopes Town Hall

with U.S. Rep. Ben McAdams. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at silicon-slopes.com.

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 a.m.-1 p.m.

“Networking to the Next Level,” a Business Women’s Forum event. Presenter is Emma Houston, director of the diversity and inclusion for Salt Lake County. Location is 50 West Club & Café, 50 W. Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

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

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

Sept. 17, 12:30-2 p.m.

“Privacy and Data Protection: Its Impact on Your Company Brand and Revenue,” part of the Cybersecurity Lunch & Learn Series presented by the Salt Lake Chamber and South Valley Chamber. Panelists include Tomu Johnson, Parsons Behle & Latimer; Kevin Abbot, The Cadence Group; Myla Pilao, Trend Micro; James Fair, Executech; and Aubrey Murray, Perpetual Storage Inc. (moderator). Location is WCF Insurance, 100 W. Towne Ridge Parkway, Sandy. Free. Details are at slchamber.com.

Sept. 17, 6:30-8:30 p.m.

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

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. Keynote presenters include Scott Miller, executive vice president of thought leadership and best-selling author with

Franklin Covey; and Lt. Gov. Spencer Cox. 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 nonmembers. 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. 19, 8 a.m.-5 p.m.

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

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

Annual Mayoral Roundtable Discussions, a Davis Chamber of Commerce event featuring conversations with Dais County mayors about business and community issues. Location

is Fountain View Events Center, Station Park, 164 W. Promontory, No. 200, Farmington. Cost is \$20 for members, \$25 for guests. Details are at davischamberofcommerce.com.

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

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

Sept. 20, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Brett Hales, Murray City Council candidate (District 5). 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. 20, 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

GRAHAM

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version to solve the problem. Unfortunately, “Maybe we should wait and see what happens” is the common reaction, which is followed by “Why didn’t we do that?” after it’s too late.

7. A confusing culture. It seems to happen at entrepreneurial-type companies where management is highly motivated and hard driving. Along with it is a laissez faire attitude that everyone can be left alone and they will automatically do their job. When that doesn’t happen, there’s disappointment that people didn’t live up to the challenge.

Instead of setting people in a direction with agreed upon expectations, they are set adrift. And all the while, they think they’re doing what’s required. A confusing culture causes havoc.

8. Failure to educate customers. A recent American Consumer Satisfaction Index indicates that consumers view Facebook, Twitter and LinkedIn “more negatively” than in past years. It set off alarms at Twitter. The company found 90 percent of people worldwide know the Twitter name, but only those who use it get what it’s all about — a 40 point gap. Twitter now has a campaign to educate people on how the platform works

and the benefits of using it.

Every company faces the same problem. Satisfied to drink their own Kool-Aid, they fail, often miserably, at telling their story consistently. And it always catches up with them.

9. Misunderstanding branding. The usual focus of branding is a logo and a tagline. Yet, as one mother reminded her son, “Clothes don’t make the man.” And a new logo and a tagline don’t make a brand. That’s just putting on a new suit.

Branding is about questions: Why are we doing this? What do we value, and how do we show it? Who are our customers? What do we offer them that makes a difference? What sets us apart from our competitors? The answers to these questions *are* the brand.

Messing up a business is easy. It doesn’t take effort. There’s no need to break into a sweat. It occurs without taking notice, even though the signs are all along the road.

We should never drink our own Kool-Aid. It puts us to sleep. But the anecdote is simple: Always worry. Look over your shoulder. Never get comfortable.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of “Magnet Marketing” and publishes a free monthly e-bulletin, “No Nonsense Marketing & Sales Ideas.”

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ENNICO from page 13

ments in an effort to slow things down and protect his client.

Rule No. 2: If the other side asks for something reasonable that doesn't hurt you in any way, don't waste time arguing about it. Say yes, and move on. You want to get closure as soon as possible so you and the buyer can focus on getting all the closing paperwork pulled together. If you are still negotiating the business deal at the closing table, something has gone seriously wrong.

Rule No. 3: If the other side asks for something unreasonable

or something that does hurt you, then ask why it's needed. Don't say no automatically when the other side asks for something you can't say yes to. Instead, ask why. A lot of times, the other side really doesn't care too strongly about the point and will drop it. Even if it doesn't, once you understand fully the other side's concern, you will find there's usually a compromise position that will satisfy that concern without hurting you.

But don't be a wuss. If the other side's position doesn't make sense, say so.

Rule No. 4: Never try to close a deal in August. A lot of people try to get deals done in August because they figure everyone will

have more time to focus on the details, but in my experience that never happens. No sooner has one player returned from vacation than another one leaves on vacation. If you can't get the deal closed by the end of July, schedule the closing for sometime after Labor Day, and head for the beach. Everyone will appreciate that you are not trying to disrupt their precious time off, and that goodwill will pay dividends when negotiations resume.

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

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AMAZON from page 1

than \$1.6 million in incentives to bring Amazon to the city. West Jordan will also build a regional water collection facility at the location and the site developer, Seefried Industrial Properties, has committed to install \$3.6 million in off-site water, sewer and road infrastructure that will be dedicated to West Jordan.

"We're excited to open a new, state-of-the-art fulfillment center in West Jordan and to continue innovating in a state committed to providing great opportunities for jobs and customer experience. Utah has a talented workforce and we are very excited to grow employment beyond the more than 2,000 associates already serving customers in the state," said Alicia Boler Davis,

Amazon's vice president of global customer fulfillment.

"We are pleased that Amazon has chosen Utah again for such a strategic part of Amazon's business by setting up another fulfillment center in West Jordan, said Gov. Gary R. Herbert. "As the 'Crossroads of the West,' Utah is the perfect place for companies in the distribution, fulfillment and logistics industries to enjoy great success. This is another example of the strength of Utah's economy and the high quality of life we enjoy"

All new Amazon employees will go through hours of safety training and have access to continuing education opportunities through Amazon's upskilling programs such as Career Choice, said Davis. "In this program, the company will pre-pay up to 95 percent of tuition for courses related

to in-demand fields, regardless of whether the skills are relevant to a career at Amazon. Since the program's launch, over 25,000 employees have pursued degrees in game design and visual communications, nursing, IT programming and radiology, to name a few."

"West Jordan is thrilled to welcome a new Amazon fulfillment center. Amazon's decision to invest here reflects confidence in the city's business environment and excellent workforce," said West Jordan Mayor Jim Riding. "This project, with approximately 800 new jobs, will provide our residents with even greater opportunity to work close to home. To the folks at Amazon, thank you for selecting the city of West Jordan for this new facility. We are proud to partner with you and are encouraged by the additional growth this project will bring."

CLASSIFIED

VOLUNTEERS



International Relief Teams Seeks Skilled Construction Volunteers

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes. Our construction teams are currently working in Louisiana in the aftermath of last year's record floods, and anticipate we will be needed in Texas in the near future.

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

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

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

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

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

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