

OF NOTE



Amazon Go doesn't

Technical difficulties have delayed the opening of Amazon's futuristic new grocery store called Amazon Go. The store uses machine learning and cameras to detect what's in your cart and automatically charge your account so you can leave without taking out your wallet. But the technology is having trouble keeping track of more than 20 shoppers at a time, so openings have been pushed back while engineers work on the problems.

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According to state officials, thousands of high-skill, high-paying jobs go unfilled in Utah. Gov. Gary Herbert has taken steps to launch his Talent Ready Utah program that he first announced during his State of the State Address in January.

Guv launches program to put Utah workers in high-skill jobs

John Rogers
The Enterprise

Gov. Gary Herbert has taken the first steps in implementing his program for filling 40,000 new high-skill, high-paying jobs in Utah over the next four years. First announced in his State of the State Address in January, Talent Ready Utah is a grant program designed to improve education for a tech-savvy workforce.

The governor recently announced that the Utah Cluster Acceleration Partnership

will become the grant program for Talent Ready Utah, with more than \$2.1 million in grant funding available for the purpose of developing and enhancing programs to meet industry needs, building career pathway programs and providing work-based learning opportunities.

"The Talent Ready Utah grant program unveiled today is a collaborative effort to improve both our education system and workforce in Utah," said Herbert. "The program seeks to align our efforts to provide a

see TALENT pg. 19

Utah's 'near-full' employment rate stays steady

Utah's unemployment rate held steady in February at 3.1 percent, according to figure released last week by the Utah Department of Workforce Services (DWS). Although 47,500 Utahns were unemployed during the month and actively seeking work, economists consider 3.1 percent as near-full employment.

The number of people employed in Utah has grown by 3.3 percent in the past year, resulting in about 45,700 jobs being added to the economy during that period. Approximately 1,445,000 people currently hold jobs in the state.

"Utah's monthly labor market indicators continue to show the economy operating at or near-full employment," said Carrie Mayne, chief economist at DWS. "For the first two months of 2017, the state had fewer unemployed persons than the 2016 monthly average of 51,800."

Eight of the 10 private sector industry groups measured in the survey posted increases in February compared to last year, while the natural resources and mining industry decreased by 800 positions and the information industry shed 600 positions. The largest private sector employment increases were in trade, transportation and utilities (11,500 jobs); professional and business services (8,200 jobs); and education and health services (7,200 jobs). The fastest growth occurred in the other services category (4.4 percent); trade, transportation and utilities (4.3 percent); and professional and business services (4.2 percent).

Owners advance Summit Powder Mountain plans

Brice Wallace
The Enterprise

A few years from now, what is currently a relatively quiet ski resort could be a bustling village featuring lodges, homes and businesses, populated and visited by people focused on the environment, innovation, business and the arts.

That's the plan for Summit Powder Mountain, above Eden in Ogden Valley.

"The key being that there's a plateau here, about a 40-acre plateau, where you can do a town about the size of historic Telluride, and that's what we're doing," Greg Mauro, founder and managing partner of Learn Capital, a global education technology fund, recently told the Governor's Office of Economic Development board.

A few year ago, Mauro approached the founders of the Summit Series events about saving Powder Mountain from overdevelopment. The group bought Powder

Mountain in 2013, and their plans call for the site to be the permanent home of the Summit gatherings, a recreational hotspot expanding beyond skiing, a cluster of more than 150 homesites in the development's first phase, and the mixed-use village.

In a news release last fall, Powder Mountain said its new town "will feature a main street with pop-up stores, micro-apartments, farm-to-table restaurants, yoga boot-


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Former Irish president: U.S. obligated to honor sustainability agreements

Brice Wallace
The Enterprise

The United States could put its world standing in jeopardy if it does not honor energy-sustainability agreements and if it lets other countries move ahead in renewable energy technology development.

Those sentiments were expressed recently by Mary Robinson, the first woman president of Ireland, in Ogden for the Intermountain Sustainability Summit at Weber State University. Robinson, an admitted late-comer to climate change, said the U.S. has agreed to the terms of the Paris Agreement forged in 2015 regarding greenhouse gas emission mitigation and it must fulfill those commitments and others related to improving climate.

"I think that the rest of the world will not stand idly by and let this happen," she said of any backtracking by the U.S. "It will call out the United States as being unfair, as being a kind of rogue state on climate because it's not fulfilling its obligations. And, reputationally, it would be very bad for the United States."

In certain parts of the world, she said, she hears questions about which nation the world should look to for climate leadership. Some wonder if it should be China or perhaps the European Union, if not the U.S.

For example, the U.S. has had great innovation related to battery development, "and yet, China is likely to be the world leader on electric cars," Robinson said. "It's already the world leader on solar energy and wind energy — the biggest producer of them. Is the United States going to let it be the world leader on electric cars, instead of moving in that direction as rapidly as possible, because that is where the jobs will be?"

Robinson said that while President Trump's budget proposal contains elements that could put the U.S. behind other countries in addressing climate change, lots of great work is being done in states and cities related to renewable energy and technology innovation.

"We need to make this visible and talk about it so that people see," she said. "It's a battle for the minds and hearts and, of course, it's a battle we can't lose because it's the future that we need to move to and need to move to rapidly, in jobs and opportunities. It shouldn't be China that becomes the world leader in this area. It should be the United States and countries that are prepared to do that."

Robinson said renewable energy can help developing countries get the opportunities to grow their economies, and climate supporters need to find ways to make renewable energy affordable, reasonable and practical for them.

"We have an agenda that calls for the opposite, frankly — and

I'm going to say this very openly — the opposite of a mantra of 'Make America Great Again.' The opposite of that. It's to make the world sustainable through the solidarity of all countries working together. That's what we need. ... The solidarity is more needed because, yes, the developed world needs to do more to cut emissions ... but it's more difficult for developing countries because what we're asking them to do, in essence, is to develop without emissions, but no country built up its economy without emissions."

Robinson made other references to Trump without mentioning him by name. One example: "It is regrettable for anybody who understands the existential threat of climate change that, at the federal level, you do not appear to have the right leadership at the moment. Let's just be clear about that." That comment drew strong applause.

She was asked by an audience member about how to discuss climate change issues with politi-

cians who do not believe climate change is real. Her answer: "Confront them with the science."

"We have to stay true to the science, and the fact that there are very significant financial forces trying to muddy the science, trying to mess it up, doesn't help. And it's a bit like the problem we had in the tobacco industry a few years ago. We have that problem in the fossil fuel industry. It's prepared to fund bad science in order to muddy the picture," she said.

Even without strong support at the federal level, the United States needs to show the world it has leadership that its states, cities, universities and philanthropic and civic organizations are doing great work to address climate issues in practical ways, she stressed. Salt Lake City's commitment to transition to 100 percent clean energy by 2032 is "good" and "ambitious," she said, adding that few people inside or outside the U.S. know about such initiatives.

"It's the cities that are the key to this because they will represent

so much of the population and the emissions of the population, that it is possible for the United States to meet the targets of the Paris Agreement even if, at the federal level, it's showing no interest in doing so," she said.

Robinson also addressed a need to help workers in industries that will be affected by climate-change measures.

"We do need to have a real empathy for those who are in components of what built this country — the coal industry and increasing the oil and gas industry — who are going to be left behind, already feel very left behind, don't have any sense that there's a just transition for them, and that is something that is a real gap," she said.

"We have to work at a just transition for those who have built up the economy of the country and who feel left behind. Those are the Rust Belt states and who were so angry during the last election, and, unfortunately, I think that anger was availed of in a populist way to gain electoral support."

Barker tabbed Sportsman's Warehouse president & CEO

Jon Barker has been named president and CEO of Sportsman's Warehouse by its parent company, Sportsman's Warehouse Holdings Inc. The appointment became effective March 31. Barker will direct the marketing, supply chain, operations, compliance and technology functions of the sporting goods chain, according to a release from the company. He will also lead a planned expansion of Sportsman's ecommerce business, said John Schaefer, CEO of the holding company.

"I have known Jon for almost 20 years and not only is he an excellent retail executive, he is also a passionate user of our products, said Schaefer. "I am very pleased

that he is joining Sportsman's Warehouse at a pivotal time in our growth trajectory when we have reached 77 stores and we believe we still have substantial store expansion opportunity ahead of us. His leadership skills and proven track record of success combined with his extensive knowledge of multi-channel retail and ecommerce make him a perfect fit for Sportsman's Warehouse. I have no doubt that Jon will quickly bond with and add tremendous incremental value to our existing management team."

"I am very excited to join Sportsman's Warehouse and believe that there is a significant opportunity to build upon the suc-

cessful growth of the company and achieve even greater store and ecommerce expansion in the future," said Barker. "Sportsman's Warehouse is well-positioned within the outdoor sporting goods industry with a differentiated shopping environment, unique localization strategy and a breadth of product with important growth opportunities ahead that I am proud to help develop to further strengthen its positioning."

Barker has 25 years of multi-channel retail experience and held leadership positions with several high-profile retail companies, most recently as vice president and global officer for Walmart. At Walmart, he served in dual roles,

including president and CEO of Hayneedle.com, Walmart's online home furnishings arm, as well as group leader for the home and outdoor furnishings categories for U.S. ecommerce across Walmart.com, Jet.com and Hayneedle.com.

From 2008 to 2013, Barker was chief operating officer of Hayneedle.com, instrumental in building Hayneedle's supply chain, fulfillment network, care center, customer advocacy and its overall business platform. Prior to Walmart, Barker was senior vice president of distribution and logistics at Cornerstone Brands. He also held various leadership roles in operations and business development for United Parcel Service.



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POWDER MTN. from page 1

camp, public art, media labs and educational outlets offering training in everything from transcendental meditation, software development and athletic performance. It will embody a next-generation urbanism that nourishes social entrepreneurship, connection and collaboration, and responsible living.”

A *New York Times* writer cast the plans this way: “A mash-up of postmillennial civic and lifestyle ideas, with an ethos of social entrepreneurship: Telluride meets the Mission District, perhaps.”

“We’re keeping the character of it,” Mauro said of Powder Mountain, “but if we can create ‘Telluride meets the Mission District,’ we think Ogden can become the next Portland. It’s got the bones for it. It’s got the people for it.”

Summit Powder Mountain’s website says the project “aims to rethink the great American mountain town around a community focused on innovation, entrepreneurship, arts and altruism” and that it will be “a new kind of neighborhood, where friends, family, and the change makers of today and tomorrow gather in an environment created to catalyze personal and collective growth.”

The website indicates the development will eventually have more than 500 ski accessible mountain homesites connected to a village core, surrounded by cultural amenities and miles of walking, biking and Nordic trails.

Mauro described the overall project as “reasonably ambitious.” Already in place is a Skylodge with two yurt-style rooms with breathtaking views, which Mauro said will be used for “next-generation convening.” The Summit Institute and its worldwide 15,000-person Summit community of thought leaders and innovators already have three buildings and another is under construction.

“We think we’ve got an amazing opportunity as part of the Summit Institute, which is really to convene innovators — people leading in art and innovation — and host them in a really compelling environment,” he said.

The new homes will be limited to 4,500 square feet above ground, with modern architecture heavy on wood and glass. Already, 130 families have purchased homesites, with the group including current and former corporate leaders and a few Hollywood types. “It’s a diverse community of really interest-

ing folks, and it’s just a subset,” Mauro said.

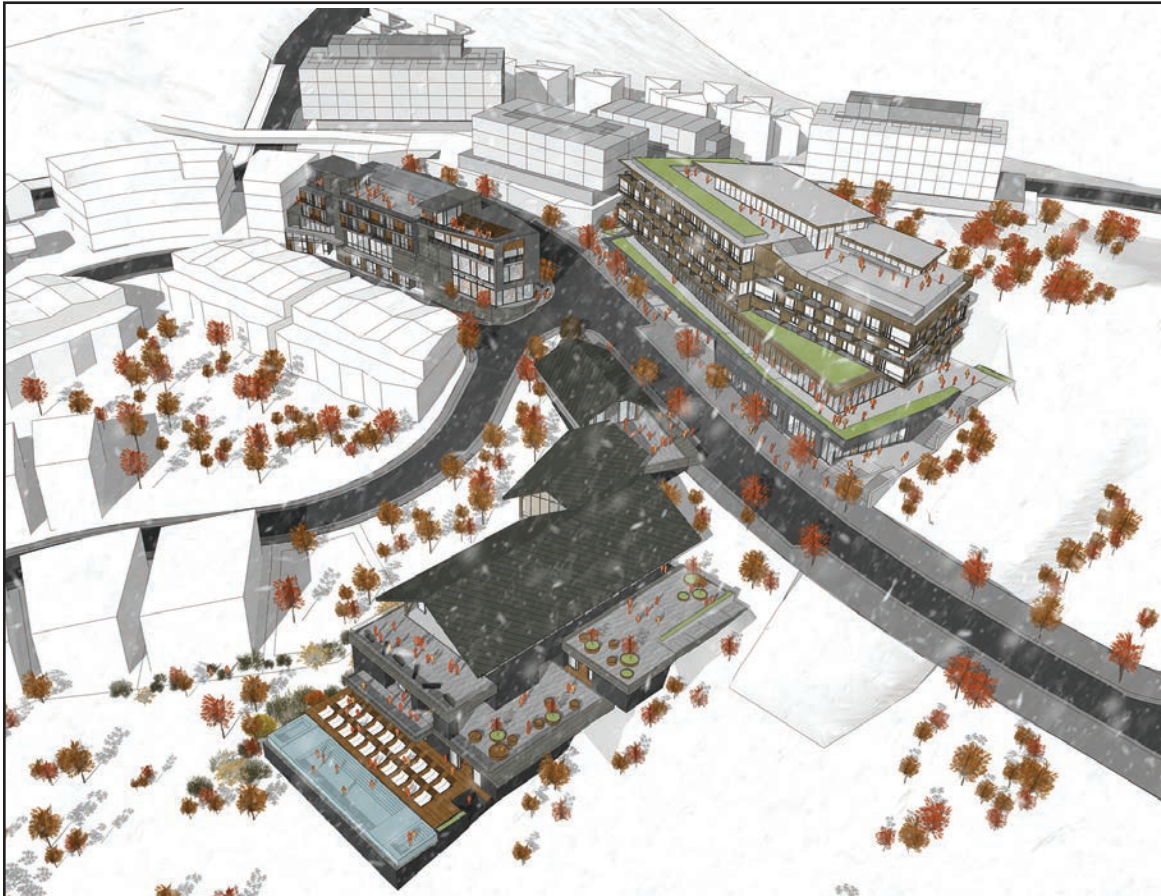
The vision for the 4.5-acre village includes 224,000 square feet of condos, a boutique hotel, commercial operations, a conference center, educational facilities, and affordable housing with a focus on artists, social entrepreneurs and accelerators. Organizers are working to create a technology cluster to foster regenerative and sustainable technologies, as well

as an “innovation zone,” with hopes that seven universities will be involved, and that at least three innovative companies will be willing to move their headquarters into the development.

The regenerative villages essentially will use the output of one system as the input of another. “People really want to live in a next-generation community where they know that it’s a fully sustainable, regenerative loop

that they’re living in,” Mauro said.

The “new urbanism” development will have conservation as a main thrust. “Rather than have it [the mountain] be purchased by a large corporate interest and blow it out to its full potential, which could have been 10,000-plus [housing] units, we want to do something much more appropriate and conserve open space,” Mauro said.



Part of the Village portion of Summit Powder Mountain is shown in this rendering. The group that in 2013 purchased property near Eden in Weber County has plans calling for the Village to have shops and residences and serve as the home for the Summit Institute. Nearby will be single-family homes and access to recreational options, including the longtime ski resort. Rendering courtesy Summit Powder Mountain

Summit Powder Mountain has certainly generated some media buzz. *The New York Times* described the village as “a next-generation alpine town.” *Alpine Modern* said the owners are “building a pioneering alpine village” “with the vision to fundamentally reimagine and experiment with how people live together, shelter themselves, and converge for the greater good.” *Town & Country* said it will be “a private utopia for the digital elite.” *Curbed Ski* said the “idealistic” owners are “a group of young entrepreneurs with big goals of changing the world.”

James Ebert, a member of the Weber County Commission, told the GOED board that the county supports the changes at Powder Mountain.

“Weber County has always been kind of a blue-collar [area], and there’s been a process of change over the last five to 10 years as our cluster of aerospace has really started to take hold, and having a vision like this and bringing high-net individuals in to see our communities, to help bring the capital and the vision, is something that we’re committed to,” Ebert said. “We’re extremely excited about the project.”



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Published weekly by:
Enterprise Newspaper Group
825 North 300 West, Ste. NE220
Salt Lake City, Utah 84103
801-533-0556 FAX 801-533-0684
www.sjenterprise.com

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Subscription Rates:
Online only, \$65 per year
Print only, \$75 per year
Online and Print, \$85 per year

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Resorts West sold to U.K. firm

Natural Retreats, a luxury vacation rental management company based in Great Britain, has acquired Park City's Resorts West. The acquisition is the firm's 13th since 2015, bringing the total number of properties under management to more than 1,400 in 35 geographic locations in the United Kingdom, Europe and the United States.

The new division will be called Resorts West by Natural Retreats and is a collection of 125 properties that includes ski-in/ski-out private homes, Silver Stars' slope-side resort lodging at Park City as well as luxury condominiums and townhomes located throughout Deer Valley Resort, Park City Mountain Resort, downtown Park City and Sundance.

"I founded this company so as many families as possible could have the same type of vacation experiences I had traveling to the national parks with my family as a child," said Matthew

Spence, founder and CEO of Natural Retreats. "We want you to love your home, get outside to enjoy a great walk on the beach, epic day of skiing or landing a beautiful cutthroat on the river — all the while feeling like you are getting the service you'd expect from your favorite hotel."

Natural Retreats employs over 500 with local hospitality and property management experts in each location. Each Natural Retreats location is a significant small- to mid-sized business ranging from \$500,000 to over \$10 million in annual revenue that makes important contributions to the local resort community's economy.

Natural Retreats will continue to focus on developing its strong local presence with the opening of a western regional office in Park City. Resorts West's former owners, Joseph and James Ballstaedt, will continue to work with Natural Retreats to support the growth of the business.

Midwest buys Daw Construction Door and Hardware Division

Midwest D-Vision Solutions, a Salt Lake City-based supplier of glass and glazing, commercial flooring and construction specialty products and services, has acquired the Door and Hardware Division of Daw Construction Group, effective March 15.

Daw Construction, founded in 1971, provides construction services including drywall, doors and hardware, insulation and interior construction services. Daw and Midwest have worked on multiple projects together, according to a release from Midwest.

Greg Letey, general manager of Daw Construction Group said, "Daw Construction is excited to see MWDS acquire our Door and Hardware Division. MWDS takes great pride in delivering professional services and best-in-class construction products with a personal touch. We are thrilled that our door division employees will be joining Midwest and we know that our customers will be well taken care of."

Midwest D-Vision Solutions and its parent company, Midwest Commercial Interiors, have not acquired any business interest in Daw. The acquisition covers only assets (inventory, raw materials and fabrication equipment) associated with the fabrication of commercial door assemblies and door hardware. Current employees of Daw's door division have been transitioned to Midwest operations.

"The acquisition of Daw Construction's door division is a great fit for the Midwest Commercial Interiors family of companies. Our goal is to imprint the commercial door and hardware market with our signature 'EZ2 Work With' business model and improve the overall value proposition and service level delivered

to general contractors throughout Utah," said Marshall Tate, president and CEO of Midwest.

"The combination of glass and door systems under one roof is really unique. Currently these scope areas are covered by separate subcontractors," said Sean Wright, vice president of Midwest. "[Our company] now has the ability to provide a full bandwidth of glass systems as well as door and hardware packages. This translates to numerous benefits for architects, designers, general contractors and building owners. The market has told us clearly that there is great value in having these two scope areas under one company."

In 2015 Midwest acquired Bountiful Glass, which was an early first step in the company's process of expanding to provide multiple construction finishing services under one roof, according to Tate.

"Midwest has done an excellent job of building an experienced team of experts and aligning with great suppliers and manufacturers," said Dan Mercer, MWDS division manager. "Adding Daw's capabilities puts Midwest on solid footing to compete with the established players in our market. Construction has been and will continue to be robust in Utah. This market has really needed more capacity and expertise in glass, doors and hardware. Midwest has an outstanding track record and door and hardware is a great new addition to our service offering."

Midwest Commercial Interiors has been in business in Utah since 1938. Started as a local office supply company, it has grown into a full-service provider of office furniture, fixtures, and interior finish materials and has 143 full-time employees



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Metro Business Park sold

Alpine Creek Investors LLC of San Diego has purchased the nine-building Metro Business Park in Salt Lake City. The seller was First Industrial Realty of Chicago. Terms were not disclosed.

The property, located just off SR201 at 1300 West, contains nine buildings totaling 184,000 square feet. The property sits on 19.32 acres. The sale closed on March 16.

At the time of the sale, the

buildings were more than 75 percent occupied, with tenants including ADT Security Services Inc., Six Continents Hotels Inc., Select Comfort Systems, Integrated Medical Systems Inc. and Steed Construction Inc.

Newmark Grubb ACRES executive vice president of investment sales Bryce Blanchard and senior vice president Lucas Burbank represented both the buyer and the seller in this transaction.

Confidence in the economy spurs Consumer Attitude Index to major hike

Utah consumers have high confidence that the economy will stay strong over the next six months, according to the Zions Bank Utah Consumer Attitude Index (CAI) released last week. The CAI showed a substantial increase in March, jumping 8.8 points to 123.5. The overall CAI currently sits just 8.1 points higher than its level 12 months ago fol-

lowing the large March hike.

By comparison, the national Consumer Confidence Index (CCI) increased 9.5 points from February to March and currently sits at 125.6.

"Consumer attitudes in Utah have reached an all-time high," said Scott Anderson, president and CEO of Zions Bank. "Low unemployment coupled with expecta-

tions for even more jobs in the coming months contribute to an overall positive cycle that Utahns can benefit from for the foreseeable future."

The Present Situation Index, a sub-index of the CAI that measures how consumers feel about current economic conditions, increased 5.6 points from February to March but sits just 0.2 points higher than

it was at this time last year.

Expectations for the next six months increased 10.9 points in March due to a more positive outlook on future income potential and employment conditions:

- Forty-one percent of Utahns think their household income will be higher in six months, up from 37 percent in February.

- Thirty-five percent of Utahns believe there will be more jobs in their area in six months, which is up slightly from February.

- Thirty-four percent of Utahns think business conditions will be better in six months, which closely mirrors February's expectations

Other metrics regarding economic confidence, interest rates, government economic policy and gasoline prices include:

- Fifty percent of consumers believe the U.S. economy will improve during the next 12 months, compared to 47 percent in February.

- Sixty-nine percent of

Utahns think interest rates will go up in the next 12 months, up from 67 percent in February.

- Sixty-nine percent of Utahns believe the price of gasoline will go up over the next 12 months, compared to 62 percent in February.

- Twenty-six percent of Utahns think the federal government is doing a good job taking steps to improve the overall economy, up 7 points from February.

- Forty-four percent of Utahns think the state government is doing a good job, down from 48 percent in February.

"This month marks the first month in a long time that expectations for the future have mirrored sentiment about the current situation," said Randy Shumway, chairman and partner of Cicero Group, a market research firm based in Salt Lake City that does analysis and data collection for the CAI. "High expectations propel the economy and give Utahns even more reasons to get out and invest in their next project."

Gas prices mean curtailed vacation plans

A new AAA survey reveals Americans are concerned about the higher gasoline prices and will consider traveling closer to home this summer if gas prices increase above current levels. AAA projects the national average price will peak near \$2.70 a gallon this summer — a 40-cent increase from current levels and a 75-cent increase from a year ago.

"Trimming travel plans may take on even more importance in Utah where motorists have already seen high prices due to pipeline issues," said Rolayne

Fairclough, AAA Utah spokesperson. "All Americans will start to see gas prices increase in April with the switchover to summer blends."

Higher gas prices are already impacting the travel industry. The majority of those surveyed said they will not leave the U.S. this summer. With nearly 80 percent of families planning a summer trip, higher gas prices are making national parks and theme parks popular destinations.

Day-to-day choices are also impacted by the price at the pump.

More than 70 percent say they will make everyday lifestyle and driving habit changes to offset increases in gas prices. The top five changes motorists will make include: combining errands or trips, driving less, reducing shopping or dining out, delaying major purchases, and carpooling. But not everyone will jump to make a change. The survey found that younger Americans (18-34) are more tolerant of higher prices and less likely to change habits compared to older consumers (35 and older).

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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

• The Utah Division of Arts & Museums has named **Victoria Panella Bourns** as director. Panella Bourns has directed the Salt Lake County Zoo, Arts and Parks (ZAP) program for the past 12 years. Prior to joining ZAP, she assisted cultural organizations and other nonprofits with strategic planning, board development and executive searches through Panella Consulting.



Victoria Panella Bourns

In her career, she has worked for Repertory Dance Theater, KUER and Salt Lake Acting Company. She served as treasurer for the Performing Arts Coalition during the planning and implementation of the Rose Wagner Performing Arts Center, helped transform the Utah Citizens for the Arts into the Utah Cultural Alliance, and served as treasurer for the State Arts Advocacy League of America and played an important role in its transition into the Americans for the Arts State Arts Advocacy Network. She also is a board member of the Western States Arts Federation. She earned a bachelor's degree in dance and a master's degree in arts administration, both from the University of Utah. She replaces **Gay Cookson**, who has been named the director of fundraising and partnerships for the Department of Heritage & Arts.

BANKING

• **Bank of Utah** has appointed **Brandon Toyn** as branch manager for the bank's corporate office at 2605 Washington Blvd., Ogden.



Brandon Toyn

Toyn has more than 10 years of experience in business and retail banking and has expertise in loan origination, small-business banking, branch management and customer service. He previously was a small-business specialist and branch manager for both Chase and Zions Bank. Toyn gradu-

ated from Weber State University with a bachelor's degree in professional sales.

DIRECT SALES

• **LifeVantage Corp.**, Salt Lake City, has added **Raymond Greer**, **Vinayak Hegde** and **Darwin Lewis** to its board of directors. Greer has more than 30 years of logistics and transportation experience. Greer has served as president of BNSF Logistics LLC since 2011. Previously, he served as president and chief executive officer of Greatwide Logistics Services and as president and CEO for Newgistics Inc. Greer has also held multiple senior management positions with Ryder System Inc. and FedEx Corp. He also serves as a director of DCT Industrial Trust and Amware Logistics. Greer's education includes a bachelor of science in mathematics from the University of Utah. Hegde has served as the senior vice president and global chief marketing officer and vice president of engineering and global online marketing at Groupon. Prior to Groupon, Hegde served in various roles at Amazon.com from 2000-2012 and served in management and engineering roles for Oracle, Verifone, Lucent, Tatas and Citicorp. Lewis serves as the senior vice president of global sales and chief customer officer at SC Johnson & Son Inc., a position he has held since 2015. Over the past 36 years, Lewis has held a number of sales, marketing, acquisition and general manager positions both domestically and abroad for SC Johnson.

EDUCATION/TRAINING

• **Western Governors University (WGU)**, Salt Lake City, has named **Rashmi Prasad** as the national director and dean of its College of Business. The college has more than 29,000 enrolled students in all 50 states. Prasad has nearly two decades of experience in professorship and years in university administration.



Rashmi Prasad

Prior to joining WGU, he was dean of the College of Business and Public Policy at the University of Alaska Anchorage. Before becoming dean, he was a professor of business administration.

GOVERNMENT

• **Ginger Chinn** has been appointed managing director for urban and rural business services at the **Governor's Office of Economic Development (GOED)**. She will direct a strategic growth plan for Utah's industry cluster program and manage GOED's rural programs and workforce development initiatives, as well as oversee GOED's business services, including Utah's Business Resource Centers and the Procurement Technical Assistance Centers (PTAC). Chinn previously was vice president of external engagement and economic development at the Davis Applied Technology College (DATC), where she directed several areas, including employer and continuing education, math, academic development, catering and the cosmetology salon. She also oversaw operations at the Davis and Morgan county business resource centers. Prior to her role at DATC, she worked at Management & Training Corp. in Centerville and WORKSOURCE Private Industry Council in Boise, Idaho.



Ginger Chinn

• The **U.S. Chamber of Commerce** has released its "How They Voted" scorecard honoring all six members of Utah's congressional delegation for their support of pro-growth, pro-jobs policies during the second session of the 114th Congress. The chamber scored members on eight Senate votes and 14 House votes related to access to capital for small businesses, ensuring the workforce has the skills necessary for the jobs of tomorrow, and helping American manufacturers compete in a global economy. In addition, votes in support of building the U.S. water infrastructure system, protecting intellectual property, and updating energy policy also factored into scoring. All of Utah's House members had a 100-percent record on those votes, as did Sen. Orrin Hatch. Sen. Mike Lee had a 71-percent record.

• **Lodging Dynamics Hospitality Group (LDHG)**, Provo, has hired **Scott McAllister** as chief operating officer. McAllister's 27-year career includes most recently serving six years as area vice president of lodging development at Marriott International.

• **USANA Health Sciences'** China subsidiary, BabyCare Ltd., recently had the grand opening for its new \$40 million manufacturing facility in Beijing. The 350,000-square-foot facility will manufacture nutritional supplements for customers in Mainland China. USANA said the facility is roughly the same size as its home office in Salt Lake City. It consists of five buildings and has the capacity to produce at least 1.2 billion tablets each year, the same capacity as the home office. USANA is now operating in 20 markets worldwide.

MANUFACTURING

• **Century 21 Real Estate LLC**, franchisor of the Century 21 Brand, has announced that **Rick Davidson** will become a principal and president of the **Everest Group**, operator of Century 21 Everest-Troop Real Estate, a Salt Lake City-based firm with 17 offices in Utah and California. Davidson will transition from his role as president and CEO of Century 21 Real Estate LLC.



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MEDIA/MARKETING

• **KRCL**, a nonprofit, independent radio station, has hired **Robbi Richter** as director of philanthropy and **Cindy Kaiser** as an underwriting specialist. Richter has been in the fundraising field for more than 30 years. She has spent 22 years in higher education and has worked for large national nonprofits and for local grassroots nonprofits in Utah. Her career has included positions at the University of Utah, Westminster College and other nonprofits in the state, including the American Red Cross' Utah Region and for the March of Dimes, where she was the executive director of market development. Kaiser has 30 years of experience in marketing, sales, fundraising and special events. Most recently, she was director of development, marketing and events at KPCW in Park City.

PHILANTHROPY

• **Smith's Food & Drug Stores** has released its "2016 Report to the Community" highlighting community donations totaling \$14.4 million in cash and products to more than 4,000 nonprofit organizations throughout its seven western states of operation (Utah, Nevada, New Mexico, Idaho, Wyoming, Montana and Arizona). Smith's combined charitable giving averaged \$103,000 per store location or \$780 per associate. The support includes contributions from the Smith's corporate budget, the Kroger Foundation, suppliers, associates and customers through in-store fundraising promotions. The 2016 assistance was primarily focused in the following areas: fighting hunger; supporting local grassroots organizations; promoting women's health; and supporting the country's active military, veterans and their families. The company's Utah stores donated a total of more than \$5.7 million in 2016. The report is available at www.smithscommunity.com.

REAL ESTATE

• **Red Ledges**, a luxury master-planned community in the Park City area, has announced a partnership in which **South Street Partners** will direct and expand all sales and marketing efforts. South Street Partners is a developer and operator of golf and recreational communities, including Kiawah Island in Charleston, South Carolina. As part of the partnership, Red Ledges has hired **Rob Bouton** to become the director of sales. Bouton served in similar positions at the Cliffs Communities in North Carolina and South Carolina, Christophe Harbour, St. Kitts and the Turks and Caicos Sporting Club. Another part of the partnership features South Street Partners and Red Ledges

see BRIEFS next page

Industry Briefs

from previous page

es creating a joint venture to accelerate the construction of new homes.

SERVICES

• **Cicero Group**, a consulting firm, recently had a grand-opening event for its new building at 35 N. Rio Grande St. in The Gateway. It moved into The Gateway in 2016, with 60-100 people there on a regular basis. The company owns

nearly 65,000 square feet of space. Just under 19,000 square feet is for its office space, with plans to rent the remainder.

TECHNOLOGY/LIFE SCIENCES

• **Vivint Smart Home** has hired **Joy Driscoll Durling** as chief information and digital enablement officer. Durling will be responsible for all business and operations technologies, systems and analytics, and enabling go-to-market strate-



Joy Durling

gies and channels. Durling most recently worked 12 years at Adobe Systems Inc., including as a vice president

and chief of staff to the company's chief information officer. She also worked in various roles at Macromedia and Andersen Business Consulting.

• **Big Squid**, Salt Lake City, has closed \$3 million in seed

funding, led by **Silverton Partners** and **Kickstart Seed Fund**. Big Squid specializes in business intelligence, data sciences and predictive analytics. Silverton Partners is based in Austin, Texas. Kickstart is based in Salt Lake City.

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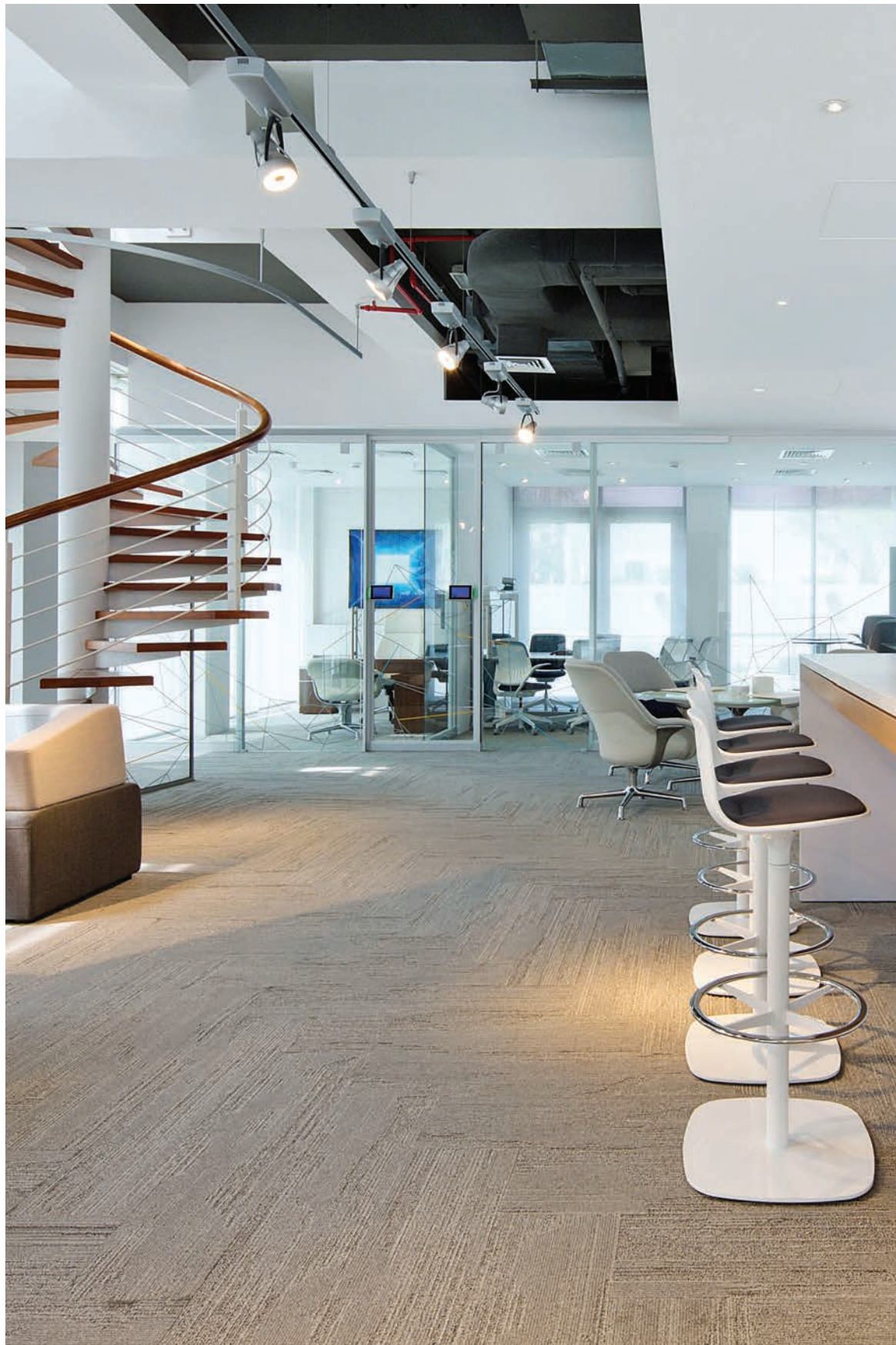
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Leaders take ownership of their problems, and then they solve them

Pres. Harry S. Truman famously stated, “The buck stops here!” By so doing, he acknowledged that the role of U.S. president is inevitably wrapped up in owning and solving problems.

Truman’s insight also applies to each of us in our role as leaders. Indeed, problem owning and solving, more than virtually anything else, are the leader’s stock-in-trade. Regardless of the prestige or power associated with leadership, the common bond across all fields of endeavor is that leaders face problems. These may be couched as challenges, possibilities or opportunities, but the bottom line is the same: “You gotta own ‘em — and solve ‘em.”

Let’s clarify each part of this leadership responsibility. It’s critical that as leaders we recognize the importance of owning the problems of the organizations and/or endeavors we lead. Owning them must precede solving them. Why? Because human nature tends to lead us toward looking for who is to blame for our problems — and that generally takes us away from solving them.

A personal experience helps illustrate this. Some years ago, I found myself gazing at the whiteboard on the wall of one of my CEO clients. In directing my attention there, he informed me that the list of about 50 names on the board were all the people who had let him down. He blamed them for the fact that his company wasn’t making money and that business “just wasn’t fun anymore.” I noted that the last name on the board was my own.

I pondered the list for a few long moments and then asked the CEO to accompany me on a walk. He looked at me with surprise, but agreed. Out his door we went, straight to the men’s room. As I entered, he exclaimed, “Hey, you can do this without me!”

“Actually, I can’t,” I responded. Perplexed, he followed me. I walked him to the lavatory area, over which hung a large mirror. As we looked at ourselves, I declared, “You left the most important person off the list of those who have let you down — and he is looking at you.”

After an uncomfortable pause, my client turned and said, “You know, I could fire you for that.” I replied, “Oh, I thought I was fired. Seems like you real-

ly want to transfer blame for your problems rather than solve them.”

This CEO (who is a close friend to this day) then wisely responded, “You’re right; at the end of the day, I am responsible.

So, where do we go from here?”



RICH TYSON

At this point, I suggested that we return to his office and see if we couldn’t make better use of his list of “blames” than where we had started. While we couldn’t get 50 of them in a room, we

could engage his direct reports (about eight people) in a facilitated discussion of the issues facing the company.

The CEO and I carefully developed an agenda for this meeting, with the first item of business being the CEO’s pronouncement that the company was failing and that he was responsible. He would not, in any way, divert blame for the problem. In fact, he agreed to not tolerate any blaming from anyone, other than the blame he would direct to himself.

Having taken full ownership of the problem, he then would take on leadership for solving it. At this point, he would invite the input of his people regarding what they saw as the contributing factors that had led to their situation, and how these could be overcome.

This basic agenda drove the interchange between the CEO and his key managers for two full days, after which they had developed a turn-around strategy, which was communicated and implemented with the rest of the company.

Over the next eight months, the business became profitable. More importantly, the CEO learned a crucially important lesson: Leaders must own their problems and they, with their teams, must solve them. No dodging, no blaming allowed!

As leaders, we must recognize that problems come with our office. Indeed, without problems to be solved, leaders would be unnecessary. Unreserved, non-blaming ownership is always a trait of successful leaders.

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

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.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at davischamberofcommerce.com.

April 4, noon-1 p.m.

Silicon Slopes Spring 2017 Entrepreneurship Lecture Series, presented by the Utah Valley University Entrepreneurship Institute and Silicon Slopes. Speaker John Pope, chief executive officer of Jive, will discuss "Ownership and Compensation Structure." Location is New UVU Classroom Building, Room CB101A, Orem. Free. Details are at <https://nvite.com/eb/30564232442>.

April 5-7

Thin Air Innovation Festival, featuring two days of breakout sessions with more than 40 business leaders discussing high-performance leadership strategies. Park City locations vary. All-In Pass costs \$500. Details are at www.thinairparkcity.com.

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

Professionals Networking Group, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at chamberwest.org.

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

Strictly Networking Luncheon, a West Jordan Chamber of Commerce event. Location is SpudToddos, 7251 S. Plaza Center Drive, Suite 120, West Jordan. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

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

Monthly Lunch Meeting, a Murray Area Chamber of Commerce event. Speaker is Ellen Reddick, founder of Impact Factory. Meeting is open to everyone. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$20 with prepaid RSVP, \$30 at the door. Details are at murraychamber.org.

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

"Start Smart," a Salt Lake Small Business Development Center event. Speaker Eddy Yujra will discuss business entry strategies, business planning,

legal and regulatory requirements, forms of business ownership, sources of business financing, sources of business assistance and more. Location is 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Topic and speaker to be determined. Location is The Egg & I Restaurants, 1919 E. Murray Holladay Road, Holladay. Open to the public. No cost unless ordering from the menu. Details are at murraychamber.org.

April 7, 8-10 a.m.

First Fridays Speed Networking, a Salt Lake County Business to Business Networking Group event. Location is Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Free with registration, which can be completed at Eventbrite.com.

April 8, 9 a.m.-noon

"Simple Steps for Starting Your Business" Workshop, a SCORE event. Location is Main Library, 210 E. 400 S., Conference Room E, Salt Lake City. Free. Details are at (801) 957-5453.

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

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Paul Jarman, chief executive officer of inContact. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <https://www.acg.org/utah/>.

April 11, noon-1 p.m.

Silicon Slopes Spring 2017 Entrepreneurship Lecture Series, presented by the Utah Valley University Entrepreneurship Institute and Silicon Slopes. Speaker Mark Newman, chief executive officer of HireVue, will discuss "Hiring and Firing." Location is New UVU Classroom Building, Room CB101A, Orem. Free. Details are at <https://nvite.com/eb/30564232442>.

April 11, 5:30-7:30 p.m.

Business After Hours, a Holladay Chamber of Commerce event. Location is Cottonwood Place Senior Living, 5600 Highland Drive, Holladay. Details are at holladaychamberofcommerce.org.

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

Connect 4 Luncheon, a Sandy Area Chamber of Commerce all-networking event. Location is Los Garcia Mexican Food, 8745 S. 700 E., Sandy. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at

sandychamber.com.

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

Professionals Networking Group, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at chamberwest.org.

April 12, 5-6:30 p.m.

Business After Hours, an Ogden/Weber Chamber of Commerce fundraiser for Enable Utah. Location is 2640 Industrial Drive, Ogden. Cost is \$10. Details are at ogdenweberchamber.com.

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

2017 Real Estate Legislative Town Hall Luncheon, a Building Owners & Managers Association (BOMA) event featuring Sen. Stuart Adams and Reps. Gage Froerer, Brian King, Curt Webb and Brad Wilson discussing industry-related issues. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Registration deadline is April 10. Registration can be completed at www.bomautah.org.

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

Networking Luncheon, a Murray Area Chamber of Commerce event. Speaker is from AAA Utah. Location is Buca di Beppo, 935 Fort Union Blvd., Midvale. Cost is \$15 for members, \$20 for nonmembers. Details are at murraychamber.org.

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

April WIB Luncheon, a Davis Chamber of Commerce event. Speaker is Utah State Sen. Todd Weiler. Location is Davis Hospital, 1600 W. Antelope Drive, Layton. Cost is \$15 for members, \$20 for walk-ins. Details are at davischamberofcommerce.com.

April 13, noon-1 p.m.

Business Educational Workshop, a Holladay Chamber of Commerce event focusing on the decision to franchise or license your model. Location is myBusinessBar, 4535 S. 2300 E., Holladay. Cost is \$10. Details are at holladaychamberofcommerce.org.

April 14, 7:30-9 a.m.

Women In Business Networking, an Ogden/Weber Chamber of Commerce event. Location is Ogden/Weber Chamber of Commerce, 2380 Washington Blvd., Suite 290, Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

April 14, 8 a.m.-3:30 p.m.

11th Annual Utah Economic Summit. Event features keynote

presentations, breakout sessions and networking breaks. Morning keynote speaker is Gov. Gary Herbert. Lunch keynote speaker is Arthur C. Brooks, president of the American Enterprise Institute and bestselling author. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$175. Details are at <https://utah-economicsummit.com/>.

April 18, 8 a.m.-12:30 p.m.

"Elevate" Executive Training Summit, a Mercato Partners event. Luncheon keynote speaker is Bill Walton, former NBA player, broadcaster and humanitarian. Breakout sessions are titled "Optimizing Sales Performance," "Innovative Customer Acquisition" and "Steadfast Leadership." Location is The Falls Events Center at Trolley Square, 580 S. 600 E., Salt Lake City. Registration can be completed at SurveyMonkey.com.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at davischamberofcommerce.com.

April 18, noon-1 p.m.

Silicon Slopes Spring 2017 Entrepreneurship Lecture Series, presented by the Utah Valley University Entrepreneurship Institute and Silicon Slopes. Speaker Dave Bateman, chief executive officer of Entrata, will discuss "Building a Company to Scale." Location is New UVU Classroom Building, Room CB101A, Orem. Free. Details are at <https://nvite.com/eb/30564232442>.

April 18, 2-4 p.m.

"How to Form an LLC" Workshop, a SCORE event featuring information about how to complete the paperwork to register a limited liability company and how to insure the liability protection offered by an LLC is not lost accidentally. Location is SCORE Downtown Branch, 310 S. Main, South Mezzanine, Salt Lake City. Cost is \$85. Details are at (801) 957-5453.

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

Professionals Networking Group, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at chamberwest.org.

April 19, noon-1:30 p.m.

"New Pioneers" American Dream Award Luncheon. The

Salt Lake Chamber and United Way of Salt Lake will recognize the contributions made by immigrants every day in Utah. Speaker Ali Noorani, executive director of the National Immigration Forum, will discuss Utah's unique role in shaping a constructive and compassionate path forward for immigration reform. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Cost is \$65 (includes a copy of Noorani's book *There Goes the Neighborhood*). Sponsorships are available. Details are at slchamber.com.

April 20-21, 9 a.m.-5 p.m.

Sixth Annual Community Shred Day, a Brighton Bank event allowing people to shred up to two boxes each of personal documents. Locations are the bank's Cottonwood branch, 7101 S. Highland Drive, and the South Salt Lake branch at 93 W. 3300 S.

April 20, 7:30-9 a.m.

Monthly Coffee Social and Networking, a Holladay Chamber of Commerce event. Location is 3 Cups Coffee, 4670 S. Holladay Village Plaza, No. 104, Holladay. Free. Details are at holladaychamberofcommerce.org.

April 20, 8 a.m.- 4 p.m.

Cache Business Summit 2017. Keynote speaker is Lt. Gov. Spencer Cox. Location is The Riverwoods Conference Center, 615 Riverwood Parkway, Logan. Cost is \$50 for online registration, \$60 at the door. Details are available by contacting the Logan Small Business Development Center at (435) 797-2277 or sbdc@usu.edu.

April 20, 10-11:30 a.m.

Education Appreciation Lunch, a Murray Area Chamber of Commerce event celebrating 36 teachers and 36 students from the Murray School District, Granite School District and AISU. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$20 with pre-paid RSVP by April 18, \$30 at the door. Details are at murraychamber.org.

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

"Turn Networking Into Sales," a West Jordan Chamber of Commerce event. Speaker is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. Details are at westjordanchamber.com.

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HR Matters

Rescuing refugees - or - Refugees to the rescue, Part 2

If you've ever binge-watched the sitcom "Parks and Recreation" on Netflix, you may be familiar with a thing called



RON ZARBOCK

"Galentine's Day." This holiday, celebrated the day before Valentine's Day, was a day for women on the show to celebrate their friendships with other women, and since its origin on the show several years ago, many female "Parks and Rec" fans have co-opted the tradition as well. On Feb. 13 of this year, a group of women in Provo organized "Galentine's Day with a Purpose" — a service activity partnered with the International Rescue Committee (IRC) focused on helping refugees here in Utah.

By the end of the night, these women had raised over \$3,000, put together 50 adult work bags and 25 women's welcome kits and donated a carload of basic household supplies, all in the

name of helping our local refugees.

This article is a follow-up to our last "HR Matters" discussing how employers can help refugees. There are so many ways we are privileged to help our local refugees, but the unique circum-

stances of business owners or employers allow them to help in ways perhaps not every person can.

Much like Maslow's hierarchy of needs that states one cannot have their social or safety needs met until their physiological

needs are met, there is a pyramid of indicators of refugee integration published by the Department of Workforce Services that states certain indicators must be successfully met before we can move on to the next level of integration. Using this model, we can help decide in what ways we might be most helpful to our refugee neighbors. The first level of these indicators includes employment, housing, education and health. It is critical that all of these indicators are met before we can help successfully integrate refugees socially, culturally and beyond.

How might we start meeting that first level of refugee integration into our community? This month, "HR Matters" has more ideas and some results from our last article:

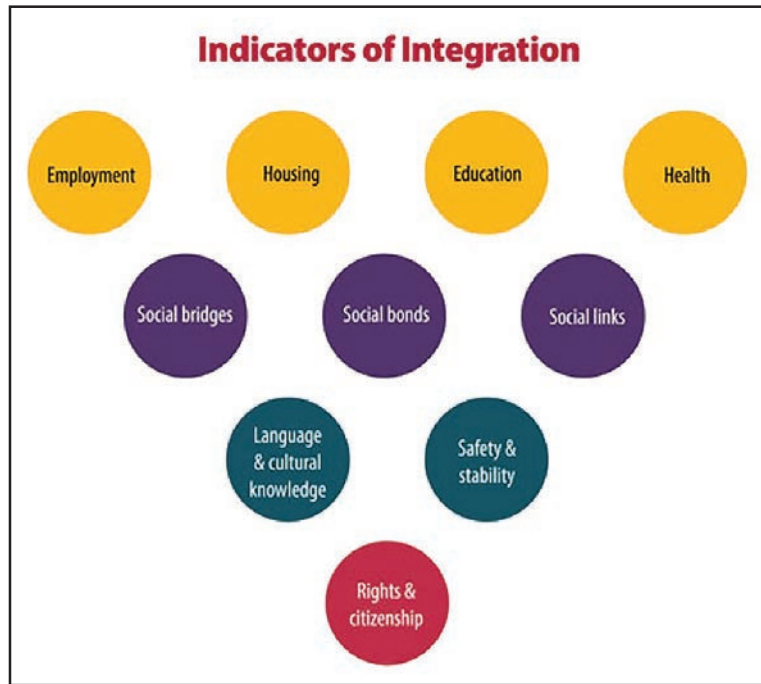
Donate Our Time, Resources and Skills

First, as "Galentine's Day with a Purpose" did, we can contact local charities and nonprofit organizations to find out the items of which they are in most need. Many of these items are things you and I might take for

granted — things like dish soap, hygiene products and lotion. Nevertheless, these are items desperately needed by many organizations. Additionally, when people donate specific items to these charities, other funds the organization may have used to purchase those items can be used to fill other needs. There is not a donation too small or too insignificant, but please contact your local refugee relief center to find out specifically what items they need to be replenished.

There are many of us out there who are invested in helping Utah's refugees but may prefer to donate our time and skills rather than money or items. Utah is known nationwide for the "Greatest Snow on Earth," but residents of Utah are known for their kindness, generosity and willingness to serve others. Perhaps you'd like to help refugees develop effective job hunting and interview skills and your efforts might be best suited for

see REFUGEES pg. 12



Graphic: Ager, Alastair & Strong, Alison. (2004) Indicators of Integration: Final Report. London: Home Office Development, Research and Statistics Directorate

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REFUGEES

from page 11

the IRC. Maybe volunteering to help teach refugees English is more your style and you could be trained and mentored by the English Skills Learning Center (ESLC) to do just that.

You might also consider volunteering with Catholic Community Services (CCS) to help set up homes for refugee families currently in the process of resettling to Utah. There are a number of local organizations seeking volunteers to help refugees, and there is certainly a great volunteer opportunity for you. If you are interested in volunteer opportunities seeking to serve refugees, please visit jobs.utah.gov/refugee/volunteer for more information.

Hire Refugees Trained through Workshops

To recap our last article, refugee-focused nonprofit organizations include resources to help refugees settle in a new, unfamiliar

area like Utah. Many of them also use volunteers to coach refugee men and women how to write resumes and gain interview skills to help them find gainful employment and become self-sufficient. However, there is a unique way employers can help refugees that many cannot: by hiring them.

Utah's refugees work with the Refugee Services Office (RSO) in Salt Lake City to receive training and employment counseling and that makes them excellent candidates for long-term employment in a variety of fields. Our strong Utah economy boasts some of the lowest unemployment rates in the nation, and for that reason it can be difficult for businesses to retain rock star employees. Refugees are adaptable with strong work ethics and lower turnover rates. They require no government work visa to employ and are some of the most dependable people you could ever hire.

According to data distributed by the RSO, each of the three offered refugee training classes

boasted 100 percent scores across the board. Each training class had a 100 percent graduation rate, 100 percent attendance and 100 percent of participants received at least one job interview upon completion of the class. While pre-training employment rates averaged 66 percent, post-training employment rates increased to 100 percent. Let's restate that: *Each refugee who completed the training course was employed upon graduation.* Not only that, but a refugee's average wage increased from an average of \$11.78 per hour to an average of \$14.44 per hour — a 23 percent increase overall.

There are so many ways to help refugees here in Utah. If you are interested in ways you may be able to personally get involved, please contact the RSO at (801) 414-5878 or visit refugee.utah.gov for more information and resources.

Ron Zarbock is the owner of the Utah and Idaho offices of Spherion Staffing and Recruiting and chairman of Tifie.org Humanitarian.

CALENDAR

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April 20, 5:30-8 p.m.

Utah Innovation Awards, presented by the Utah Technology Council and Stoel Rives LLP. Innovation Showcase and reception begin at 5:30 a.m. Dinner and awards presentation begin at 6:30 p.m. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Details are available at utahtech.com.

April 20, 5:30-7 p.m.

"Photography For Business," a Cottonwood Heights Economic Development boot camp workshop. Local photographer Kari Sikorski will teach business owners how to take great photos for use on social media, websites and promotional materials. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Free. Details are at chbusiness.org. RSVPs can be completed at pkinder@ch.utah.gov.

April 20, 7 p.m.

Spring Meeting of the Utah Society of Physician Entrepreneurs (SoPE). Speaker Shawn Fojtik, founder and chief executive officer of Control Medical & Distal Access, will discuss "Tales from the Trenches: Lessons Learned from a Medical Device Expert." SoPE meetings are for anyone who is interested in healthcare innovation and entrepreneurship. Location is Church & State, 370 S. 300 E., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Topic and speaker to be determined. Location is The Egg & I Restaurants, 1919 E. Murray Holladay Road, Holladay. Open to the public. No cost unless ordering from the menu. Details are at murraychamber.org.

April 25, noon-1:30 p.m.

Lunch and Learn Series. The series is a collaboration between the Women's Business Center and the Professional Education Department at the University of Utah. Speaker Bryn Ramjoue, communications director at Red Butte Garden, will discuss "Communicating Effectively Using Technology." Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$40. Registration can be completed at wbcutah.com/events.

April 25, noon-1 p.m.

Silicon Slopes Spring 2017 Entrepreneurship

Lecture Series, presented by the Utah Valley University Entrepreneurship Institute and Silicon Slopes. Speaker Josh James, chief executive officer of Domo, will discuss "What It Takes to be an Entrepreneur." Location is New UVU Classroom Building, Room CB101A, Orem. Free. Details are at <https://nvite.com/eb/30564232442>.

April 26, 1-5:30 p.m.

B2B Expo, a Davis Chamber of Commerce event. Activities begin with 1 p.m. keynote presentation by Steve Cloward, former director of the Northfront Business Resource Center, former president and CEO of Big-O Tires, and owner of Grease Monkey Quick Lubes and Car Wash. Expo doors open at 2 p.m. Location is Davis Conference Center, 1651 N. 700 W., Layton. Free. Details are at DavisChamber.WPEngine.com/B2B/.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker Brandon Burningham will present "Part Deux of Zombies in the Workplace." Location is Buca di Beppo, 935 Fort Union Blvd., Midvale. Cost is \$15 for members, \$20 for nonmembers. Details are at murraychamber.org.

April 27, 5:30-8 p.m.


Third Annual Food-preneur Festival, a Salt Lake Chamber Women's Business Center (WBC) event. Event will feature a panel of local food entrepreneurs who will share their behind-the-scenes stories of how they achieved their dreams, live music, a cash bar and a showcase of 30 local companies providing a complimentary taste of their products. Location is The Falls Event Center at Trolley Square, 580 S. 600 E., Salt Lake City. Cost is \$10 in advance, \$15 day of event. Details are at slchamber.com.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Topic and speaker to be determined. Location is The Egg & I Restaurants, 1919 E. Murray Holladay Road, Holladay. Open to the public. No cost unless ordering from the menu. Details are at murraychamber.org.

April 28, 6:30-9 p.m.

130th Gala Celebration, a Salt Lake Chamber event. Location is George S. and Delores Dore' Eccles Theater, 131 S. Main St., Salt Lake City. Cost is \$250. Sponsorships are available. Details are at slchamber.com.



UTAH REFUGEE EDUCATION & TRAINING CENTER

Department of Workforce Services
REFUGEE SERVICES OFFICE
Warehouse & Distribution Training Data for 2016

TRAINING DATA					
	Total Students* Goal: 10	Graduation Rate Goal: 90%	Resumés Created Goal: 90%	Soft-Skills Training Attendance Goal: 90%	Received a job Interview Goal: 90%
Training Class I	10	100%	100%	100%	100%
Training Class II	14	100%	100%	100%	100%
Training Class III	11	100%	100%	100%	100%
Total	35	100%	100%	100%	100%

*Total training cost per student: \$700

EMPLOYMENT DATA							
	Pre-Training Employment Rate	Post-Training Employment Rate Goal: 80%	Average Employment Rate Increase	Pre-Training Average Wage	Post-Training Average Wage Goal: \$13	Average Hourly Wage Increase	90-day Retention Rate Goal: 90%
Training Class I	60%	100%	40%	\$11.38	\$13.90	22%	100%
Training Class II	71%	100%	29%	\$12.81	\$14.55	14%	100%
Training Class III	64%	100%	36%	\$11.14	\$14.88	34%	100%
Total	66%	100%	34%	\$11.78	\$14.44	23%	100%

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see CALENDAR page 17

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Opinion

There's nothing simple about hiding the burden of taxes

The deadline for filing federal income tax returns is approaching fast. While this is understandably a frustrating time for many, it's also the one time during which many taxpayers are confronted with just how much of their earnings are captured by the government. Sens. Elizabeth Warren, D-Mass., and Bernie Sanders, I-Vt., think that is one time too many. They want the Internal Revenue Service to prepare tax returns on behalf of taxpayers instead of leaving it as an individual responsibility.

This idea is pitched as a "simplification." And, to be fair, the complexity of our tax code is undeniable. It results in tax-compliance costs that can reach nearly \$1 trillion annually, according to my colleague Jason Fichtner. However, the solution to this complexity isn't to add to the opacity of the system and make the cost of government even less visible to those picking up the tab. There's already too much of that.

First, automatic tax withholding has gone a long way to hide the amount of taxes we pay annually. Also hidden is

the fact that the burden of any tax falls on — and is paid by — people, whether they be consumers, investors or workers. Different types of taxes — individual, corporate, capital gains, dividends, estate, gift, etc. — are all borne by people but not necessarily by the person who cuts the check to the IRS. It results in a fiscal death by a thousand cuts without taxpayers noticing.

For example, consider payroll taxes, which are withheld from paychecks. Few people realize that this is likely the biggest tax they pay. It's also sold as something other than an income tax by taxing only qualified wages. Yet, because it's withheld from wages, the same ones that are used as part of the individual income tax base when filing your taxes in April, it's just a clever way to double-tax you without you even knowing. Furthermore, its full burden is hidden by pretending that half of the burden is carried by employers (employers pay 7.65 percent, workers pay 7.65 percent, and the self-employed pay the full 15.3 percent), when in reality, the

burden of the employee share is shifted to workers in the form of lower salaries.

As a result, without putting serious time and effort into figuring it out, it's all but impossible to tally how much is truly coming out of your pocket. The solution to this cost, however, is not to let the IRS prepare our tax returns and require nothing but a signature of approval from the taxpayer. For one thing, the government's incentive is to maximize tax collection, whereas individuals generally prefer to pay the lowest amount legally possible. And second, the IRS isn't particularly good at understanding its own rules, yet taxpayers would still be held responsible for the errors. Considering the tremendous and one-sided power held by the IRS, many would be scared to question the accuracy of an IRS-created return even if it's warranted.

Automatic withholding was first proposed in the midst of World War II. It was considered an emergency wartime measure to fund a greater percentage of war costs with current taxes than was done during World War I, in hopes of avoiding the same degree of inflation seen during the prior war. Free market economist Milton Friedman was a young

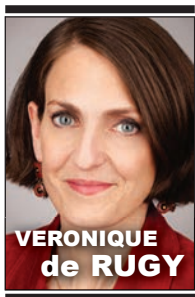
Treasury Department employee at the time and he even helped develop the program.

Friedman would later lament, "It never occurred to me at the time that I was helping to develop machinery that would make possible a government that I would come to criticize severely as too large, too intrusive, too destructive of freedom." He did it by accident, as he never wanted the program to exist during peacetime. Sens. Warren and Sanders seek to do the same today — but deliberately.

We don't need taxpayers less involved in funding the government. For those with the goal of shrinking government and reducing taxes, the aim should be the opposite: To make the costs of big government clearer to those who carry the burden of funding it. Finally, the best way to bring about simplification for taxpayers is to implement fundamental tax reform, not give more power to the IRS.

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

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VERONIQUE
de RUGY

The 60-day IRA rollover rule: Does it apply to your retirement savings?

If you receive a distribution from your IRA or workplace retirement plan, what will you do with it? You will probably want to arrange an IRA rollover — a common and useful financial move designed to take these invested assets from one retirement account to another, without tax consequences. The IRS may give you just 60 days to do it, however.

The clock starts ticking on the day you receive the distribution. If assets from your employee retirement plan account or your IRA are paid directly to you, you have 60 calendar days to transfer those funds into an IRA or workplace retirement plan. If you fail to do that, the IRS will characterize the entire distribution as taxable income. (It may also tack on a 10 percent early withdrawal penalty if you take possession of such funds before age 59 1/2.)

Your goal is to make this indirect rollover by the deadline. It is called an indirect rollover because its mechanics can be a bit involved. If the assets are coming out of an employee retirement plan, your employer may withhold 20 percent of them in accordance with tax laws. Unfortunately, you do not have the option of depositing only 80 percent of the distribution into an IRA or another

employee retirement plan — you must deposit 100 percent of it by the deadline. You have to come up with the remaining 20 percent yourself from your own savings. The withheld 20 percent should be returned to you at tax time if the rollover completes smoothly.

Can you make multiple IRA rollovers using funds from a single IRA? You can, but the IRS says the rollovers must occur at least 12 months apart. Additionally, the I.R.S. prohibits you from making a rollover out of the "new" IRA that receives the transferred assets for a year following that transfer.

This 12-month limit does not apply to every kind of retirement plan rollover. Trustee-to-trustee transfers, where the investment company (acting as custodian of your IRA or retirement plan account) simply sends a check for the assets to the brokerage firm that will eventually receive them, are exempt from the 60-day deadline. So are rollovers between workplace retirement plans — IRA-to-plan rollovers, and plan-to-IRA rollovers. If you are converting a traditional IRA to a Roth IRA, the 60-day rule is also irrelevant.

Some retirement savers simply opt for a trustee-to-trustee transfer — a direct

rollover — rather than an indirect one. A direct rollover of retirement assets is routine, and it can be coordinated with the help of a financial professional. If you do prefer to perform an indirect rollover on your own, be mindful of the 60-day rule

and the potential ramifications of missing the deadline.

Mark Lund is the author of *The Effective Investor* and helps people with their investments and retirement plans through Stonecreek Wealth Advisors Inc. in Utah.



MARK
LUND



Business Tech

There are 10 reasons to move to Office 365, and there are a few not to

There are a lot of reasons that most businesses should consider moving to Office 365 — and a few things to think about when making the jump.

Office 365 can be a huge productivity boost for businesses, and has a lot of great features that can streamline their workflows. It offers advantages in server maintenance, scalability, productivity gains, cost savings, security and more.

Server Maintenance

For years, many small and medium businesses have been maintaining an exchange server onsite. There is a continual stream of security updates and service packs — all of which need a qualified IT professional to administer them. With the move to Office 365, this maintenance is significantly cut down. You still need to have someone that can administer accounts, but it eliminates the need for patches and updates on an exchange server.

Scalability

Many small businesses used

to use Microsoft's Small Business Server for email. It has been discontinued for several years in

an effort to push small businesses to their cloud offerings, but when it was still around, it had a maximum of 75 users. If you grew your business past that, it represented a significant reinvestment to keep an exchange email solution. With

Office 365 there really are no limits on how many users or mailboxes you have. Simply log into the admin panel and make a new one when you need it.

Productivity Gains

One of the nice features of Office 365 is that it is cross-platform. That means that it runs just as happily on Apple or Android as it does on Windows. This is important because more organizations are allowing their employees to bring their own devices. The next productivity gain is that Office 365 is available anywhere you have Internet. This allows your staff to have a little work-life balance and access needed docu-

ments from home or elsewhere. There are also some nice collaboration features that allow users to track changes to documents across the organization without generating multiple versions of the same document. This helps keep everyone on the same page.

Cost Savings

Cost savings are especially significant to small and medium businesses. In-house exchange servers typically carry significant procurement costs for hardware, software licensing and labor to configure it all. There are ongoing server maintenance costs as mentioned. With Office 365, businesses have the capability to scale their users up and down at any time. This eliminates waste. They also have a predictable monthly cost that is straightforward and easy to budget for. From a cost perspective, any business that has 100 employees or fewer will typically recognize significant savings. Many larger businesses can also save by a move.

Security

There has been a lot of talk about security in the cloud.

Microsoft's online services have been designed with security in mind. Office 365 applications are accessed through 128-bit SSL/TSL encryption. If data were somehow intercepted, the bad guys would be unable to read it. Antivirus signatures are kept up to date and security measures are applied in accordance with the Microsoft security guidelines. Exchange Online has built-in malware protection and it uses anti-spam filtering and anti-virus with multiple virus engines.

Reliability

One of the great features of Office 365 is that it is guaranteed to be up all of the time. It has a 99.9 percent uptime commitment to its customers. That means that the total downtime in a year will not exceed 8.76 hours.

Compliance

Many businesses have to meet compliance regulations for the industries they work in. Office 365 services have been certified as compliant with ISO 27001 standards. They have also passed SAS70 audits for security compliance and even have added controls for clients who need to comply

with HIPAA or other industry regulations.

Always Up to Date

There is a regular life cycle to most software products. Most businesses end up purchasing new copies of Office about every three years as they come out. An Office 365 subscription entitles you to the latest version of Microsoft products as soon as they are released at no extra cost.

Single Sign-on

If your network is running a Windows server 2008 or newer, you can configure active directory federation services to achieve single sign-on. This allows users to log on to the domain and be automatically authenticated to Office 365.

Office Web Apps

This is another neat feature of Office 365. It basically offers web-based versions of all of your favorite Microsoft products in a browser. This allows you to make quick edits on the go from any Internet-connected machine. You can even get a mobile version of

see OFFICE 365 page 15



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CALENDAR

from page 12

May 2, 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. Details are at davischamberofcommerce.com.

May 3-4

Sixth Annual Governor's Utah Energy Development Summit, featuring keynote presentations by Ron Gerrard, senior vice president of environmental, health and safety and manufacturing excellence at Huntsman Corp., and Gov. Gary Herbert; panel discussions; breakout sessions; and the Energy Pioneer Awards. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Early-bird cost is \$125. Details are at governorsenergysummit.com.

May 4, 8:30 a.m.-noon

Ambassador's Topgolf Tournament, a West Jordan Chamber of Commerce event. Location is Topgolf, 920 Jordan River Blvd., Midvale. Cost is \$75. Sponsorships are available. Details are at westjordanchamber.com.

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

Monthly Lunch Meeting, a Murray Area Chamber of Commerce event. Speaker is Mark Harrison, chief executive officer of Intermountain Medical Center. Location is Brio Tuscan Grille, 6173 S. State St, Murray. Details are at murraychamber.org.

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

Strictly Networking Luncheon, a West Jordan Chamber of Commerce event. Location is SpudToddos, 7251 S. Plaza Center Drive, Suite 120, West Jordan. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

May 5, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Topic and speaker to be determined. Location is The Egg & I Restaurants, 1919 E. Murray Holladay Road, Holladay. Open to the public. No cost unless ordering from the menu. Details are at murraychamber.org.

May 5, 8:45-11 a.m.

"Networking Without Limits," a Salt Lake Chamber event. Jim Woodard of CCI Mechanical Services will discuss "Building Better Business Relationships." Location is the Salt Lake Chamber, 175 E. 400

S., Suite 600, Salt Lake City. Cost is \$15 for members, \$20 for non-members. Details are at slchamber.com.

May 8, 5:30-7:30 p.m.

Kickoff for the ElevateHER Challenge, a Women's Leadership Institute event. Speaker Denece Huftalin will share her insights and discuss how to empower women in the community. Location is The Falls Event Center at Trolley Square, 580 S. 600 E., Salt Lake City. Cost is \$75. Details are at slchamber.com.

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

Third Annual ElevateHER Challenge Luncheon, a Women's Leadership Institute event. Speaker Barbara Annis will discuss her research about gender intelligence and the difference between women's and men's brains. Location is Zions Bank Founder's Room, 1 S. Main St., 18th floor, Salt Lake City. Cost is \$75. Details are at www.wliut.com.

May 10, 11:15 a.m.-1 p.m.

Connect 4 Luncheon, a Sandy Area Chamber of Commerce event. Activities include lunch and networking 11:15 a.m.-12:15 p.m., followed by golf lessons 12:15-1 p.m. (space is limited). Location is River Oaks Golf Course, 9300

Riverside Drive, Sandy. Cost is \$15 for members, \$20 for non-members for lunch only; \$20 for members, \$25 for nonmembers for lunch and golf lessons. Details are at sandychamber.com.

May 10, noon-1:45 p.m.

UTC Annual Members Meeting, a Utah Technology Council event featuring a celebration of the triumphs of the past 12 months, forecasts of UTC's future, and presentation of peer awards for 2016 UTC participation. Location to be announced. Cost is \$65 for UTC members, \$95 for nonmembers. Details are at utahtech.org.

May 11, 10 a.m.-2 p.m.

Annual Tradeshow & Luncheon, a Building Owners & Managers Association (BOMA) event featuring a gathering of building owners, managers and vendors and open only to property/facility managers, assistant managers and chief engineers. Booth sales are underway. Location is South Towne Exposition Center, 9575 S. State St., Sandy. Registration deadline is April 28. Registration can be completed at www.bomautah.org.

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

Lunch & Learn, a Murray Area Chamber of Commerce

event. Speaker Tonya Hoopes of Hoopes Events will discuss "Event Planning 101." Location is Buca di Beppo, 935 Fort Union Blvd., Midvale. Cost is \$15 for members, \$20 for nonmembers. Details are at murraychamber.org.

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

Women In Business Networking, an Ogden/Weber Chamber of Commerce event. Location is Ogden/Weber Chamber of Commerce, 2380 Washington Blvd., Suite 290, Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

May 12, 8:30 a.m.-4 p.m.

Utah Veteran Business Conference, a Utah Veteran Owned Business Coalition event with the theme "Connecting Veteran Entrepreneurs and Business Owners with the Resources They Need To Be Successful In the Marketplace." Event features keynote presentations, panel discussions, business presentations and networking sessions. Location is Salt Lake Community College's Larry H. Miller Campus, Karen Gail Miller Conference Room, 9750 S. 300 W., Sandy. Cost is \$30. Details are at slchamber.com.

see CALENDAR page 18



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CALENDAR

from page 17

May 15, noon-2 p.m.

Utah County International Business Forum, a World Trade Center Utah event. Forum will feature keynote remarks by WTC Utah President and CEO Derek Miller, plus a panel of business owners and community leaders speaking on lessons learned from international expansion and discussion of high-impact opportunities in international markets. Location is Nu Skin Corporate Office, 75 W. Center St., Provo. Free, but registration is required. Registration can be completed at Eventbrite.com.

May 16, 8 a.m.-2:30 p.m.

"Key Utah Employment Rules," a Mountain States Employers Council (MSEC) event. Location is MSEC Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at msec.org.

May 16, 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. Details are at davischamberofcommerce.com.

May 16, 5-7 p.m.

Women's Business Forum Spring Mixer. Location is Kimi's Chop And Oyster House, 2155 S. Highland Drive, Salt Lake City. Cost is \$15 for members, \$20 for nonmembers. Details are at slchamber.com.

May 18, 7:30-9 a.m.

Monthly Coffee Social and Networking, a Holladay Chamber of Commerce event. Location is 3 Cups Coffee, 4670 S. Holladay Village Plaza, No. 104, Holladay. Free. Details are at holladaychamberofcommerce.org.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker Bob Dunn will discuss the Boys & Girls Club. Location is Buca di Beppo, 935 Fort Union Blvd., Midvale. Cost is \$15 for members, \$20 for nonmembers. Details are at murraychamber.org.

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

Business Boot Camp about "Content Marketing," a Cottonwood Heights event. Speaker Owen Fuller, president of Qzr, will explain how businesses can use interactive online content (like quizzes) to gather data and connect to customers. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd.,

Cottonwood Heights. Free. RSVPs can be completed by contacting pkinder@ch.utah.gov.

May 19

Third Annual "Crazy Pants" Golf Tournament, a Utah Safety Council event. Proceeds benefit the Utah Safety Council's Home & Community Programs. Location is Thanksgiving Point, 3003 Thanksgiving Way, Lehi. Cost is \$150 for members (\$500 per foursome). Sponsorships are available. Registration can be completed at utahsafetycouncil.org.

May 23, noon-1:30 p.m.

Lunch and Learn Series. The series is a collaboration between the Women's Business Center and the Professional Education Department at the University of Utah. Speaker Kordell Norton will discuss "Business Charisma." Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$40. Registration can be completed at wbcutah.com/events.

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

Multi-Chamber Lunch, hosted by ChamberWest. Speaker is Greg Hughes, speaker of the Utah House of Representatives. Location is Jordan Valley Water

Conservancy District, 8215 S. 1300 W., West Jordan. Cost is \$20 if pre-paid by May 23, \$25 by May 24, \$30 at the door. Details are at murraychamber.org.

May 26, 8:30 a.m.-1:30 p.m.

Utah Hispanic Chamber of Commerce Convention & Expo, with the theme "Strengthening Our Business Voice to Expand the Economic Landscape." Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$55 for members, \$60 for nonmembers. Details are at www.uhccconvention.com.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at davischamberofcommerce.com.

June 19, 7 a.m.-2 p.m.

Classic Golf Tournament, a Salt Lake Chamber event. Location is Salt Lake Country Club, 2400 Country Club Drive, Salt Lake City. Cost is \$400. Sponsorships are available. Details are at slchamber.com.

June 19, 6:30 a.m.-2 p.m.

Annual Golf Tournament,

a Davis Chamber of Commerce event with a 7:30 a.m. shotgun start. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Sponsorships are available. Details are at http://davischamber.wpengine.com/wp-content/uploads/2016/04/2016GolfRegistration.pdf.

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

Business Women's Forum, a Salt Lake Chamber event. Location to be announced. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

June 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. Details are at davischamberofcommerce.com.

June 27, noon-1:30 p.m.

Lunch and Learn Series. The series is a collaboration between the Women's Business Center and the Professional Education Department at the University of Utah. Topic is "Employment Law." Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$40. Registration can be completed at wbcutah.com/events.

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TALENT*from page 1*

pipeline of future talent and meet the needs of Utah businesses.”

According to the Governor's Office of Economic Development (GOED), there are thousands of positions of the type targeted by Talent Ready Utah that go unfilled statewide and the program is the first step in working toward a goal of connecting candidates with those job openings.

The governor also announced the executive board members he has appointed to oversee the program. Herbert's education advisor, Tami Pyfer, will chair Talent Ready Utah, while Val Hale, executive director of GOED, will be vice chair. Board members will be Jon Pierpont, executive director of the Utah Department of Workforce Services (DWS); Dave Buhler, commissioner of higher education; Dave Woolstenhulme of the Utah College of Applied Technology; Sydnee Dickson, state superintendent of public education; and Vance Checketts, vice president of Utah operations at EMC Corp., as a representative from industry.

Money for the grant program comes from the Department of Workforce Services' job growth fund, which is designated by the Legislature for the purpose of investing back into the workforce. Grants from this program have helped develop or expand more than 170 training programs, creating capacity for over 5,800 individuals to receive industry-recognized credentials.

“Our public education institutions are eligible for the grants, whether you're K 12, an individual school district, public higher education or applied technology colleges,” said Melisa Stark, DWS employer initiatives manager. “Industry associations are also eligible for funding.”

“We look to industry to tell us what they need to fill that demand,” Stark said. “We are looking at how to engage the students and what marketing strategy would be effective.” Openings are also accessible to individuals who are older and looking to retrain for a new career, Stark added.

“Through these grants everyone wins,” said Pierpont, “Students get hands-on experience which prepares them for employment. Education receives support from local industry to build programs. Businesses are able to help students obtain the training necessary to fulfill their needs.”

“Utah is leading the way in best practices for work-based learning programs and Talent Ready Utah will build upon this momentum,” said Hale. “With the right partners at the table and grants to help successfully launch these programs, Talent Ready Utah is poised to accomplish the governor's goal.”

OFFICE 365*from page 15*

Office so that you can access it on a phone or tablet.

With all of the good reasons to move to Office 365, there are a few factors that business owners should consider. Timing of the move can be important. If your business has just invested signifi-

cantly in an on-premise exchange solution, it may make more sense to wait for that product to be end-of-life before making the jump. Some businesses are also strictly regulated about the data that they are allowed to store offsite. This is an important consideration when evaluating a move to Office 365.

Other things to consider include the Internet connection

available at your office and whether that payment model is a fit for your business. Not all office locations may have access to a high-speed Internet connection, and the use of Office 365 will definitely increase the load on your existing bandwidth. Some businesses also operate much better with a capital expense than with ongoing monthly payments.

All of these factors should be

considered before making a jump to Office 365. There are considerable benefits that businesses can gain from making the switch, but it's important to consider all factors to ensure that it's the right move for your business.

Mike Herrington is vice president of sales for i.t.NOW, where he consults with business owners on IT solutions and strategy.



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