

Focus



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The soon-to-be-constructed Kearns Athlete Training and Event Center (KATEC) is shown in this artist rendering, connecting to the Utah Olympic Oval (right). The \$12 million multi-use facility is expected to be complete in late summer 2018.

New Kearns community facility will house U.S. speedskating

Brice Wallace
The Enterprise

Construction will begin this month on a \$12 million multi-use facility in Kearns that will feature space for group events, fitness activities and a home for the national governing body of speedskating.

The Kearns Athlete Training and Event Center (KATEC) will connect the Utah Olympic Oval — famous for hosting speedskating events during the 2002 Olympic Winter Games — to the adjacent Kearns Oquirrh Park Fitness Center (KOPFC). Construction on the new center is expected to run until late summer of 2018.

The two-story, 40-foot-tall structure will add 36,700 square feet. Among other things, the facility is expected to address KOPFC's need for more space available to the public for community uses.

"Along with brand-new fitness areas to accommodate our growing member base, the KATEC building will also provide a multi-purpose room and plenty of green space to host community events, on top of being used for world-class events," said Laurie Stringham, KOPFC board member.

About one-third of the new facility's space — 10,500 square feet — will be dedicated to meeting and conference facilities

see KATEC pg. 15

Review of Utah monuments part of Trump order

President Donald Trump last week took the first steps toward possible future economic development in national monuments.

Trump signed an executive order that directs Secretary of the Interior Ryan Zinke to review national monuments created during the past 20 years by the Antiquities Act of 1906 that are greater than 100,000 acres and report back to Trump on possible legislative or executive action within 120 days. In Utah, the Grand Staircase-Escalante National Monument was designated in 1996 and the Bears Ears National Monument was designated in 2016. Each has more than 1.3 million acres.

The executive order does not strip the designation of any monument nor loosen any environmental or conservation regulations on any land or marine areas.

Environmental groups want the Bears Ears designation to remain in place, but Gov. Gary Herbert and the Legislature are urging Trump to rescind it, and members of Utah's congressional delegation support the rollback. The resolution says Utah is committed to conservation and continued recreational access to the area, "as well as allowing for productive uses, including agriculture, timber production, and energy and natural resource development." It says that local people are "suffering economic deprivation at the hand of their own federal government, which a national monument tourism economy fails to alleviate."

Attitude Index comes back down after March jump

Although consumer confidence in Utah still sits in positive territory, April saw a major decline in the way people think about their economic future. The Zions Bank Utah Consumer Attitude Index (CAI) decreased in April after a big jump in March, mirroring national sentiment. The CAI dropped 10.9 points to 112.6. The index remains above 110, which typically translates to a decent outlook in economic prosperity.

The overall CAI currently sits 3.6 points higher than its level 12 months ago. By comparison, the national Consumer

Confidence Index decreased 4.6 points from March to April and currently sits at 120.3.

"Fluctuations in consumer attitudes from month to month are expected, but Utah's high levels of confidence demonstrate that the state's economy remains strong," said Scott Anderson, president and CEO of Zions Bank. "Utahns can retain confidence that business continues to boom in the Beehive State."

The decrease in the CAI primarily resulted from lower expectations for the economy over the next six months, as slightly

fewer Utahns expect business conditions to improve, the number of jobs to increase and household income to rise.

Thirty-five percent of those surveyed think their household income will be higher in six months, down from 41 percent in March.

Thirty percent of Utahns believe there will be more jobs in their area in six months, which was down from 35 percent in March.

see CAI pg. 15



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Eight inventions receive Utah Innovation Awards at recent dinner

Eight innovations have been honored as winners of the 15th annual Utah Innovation Awards, presented by Stoel Rives LLP and the Utah Technology Council.

The program recognizes innovations and the Utah companies that created them. Winners were announced during a sold-out awards dinner April 20 in Salt Lake City.

A committee of roughly 80 professionals from private industry, government and higher education evaluated and voted on program finalists and winners. The more than 100 nominations were put through an evaluation process during which committee members evaluated each innovation against a wide range of criteria addressing elements such as novelty, market need, market disruption and potential/current economic impact. Votes were tallied by the accounting firm Grant Thornton LLP.

Utah Innovation Award winners are:

• **Clean Technology and Energy:** Vutiliti Pulse by Vutiliti. Vutiliti gathers and provides real-time information on utility usage (electric, gas, water, renewables) so that consumers, businesses and governments can monitor and budget utility usage. Vutiliti's mobile and web programs guide consumers to actual consumption reduction, saving them money while reducing usage of water, gas and electricity generation.

• **Computer Hardware/**

Electrical Devices: KiBand by Kilife Tech Inc. Kiband, developed by KiLife Tech, allows parents of small children to adjust mobile boundaries that alert both parent and child within about 4 feet of accuracy.

• **Computer Software:** Taxzilla by Taxzilla. Taxzilla starts by gathering some basic information about a person and how they earn their living. Taxzilla then matches the person with CPAs in their area who specialize in their line of work. Once matched, the CPA and tax team help create goals and plans. Taxzilla provides tools like receipt keeping, coaching and training to help the person track their goals week by week.

• **Enterprise Software, Cloud and Big Data:** Lucidchart by Lucid Software Inc. Lucidchart is a web diagramming and flow-chart application. The intuitive, cloud-based solution is redefining the way people drive innovation through visual thinking and real-time collaboration. Lucidchart is used in more than 175 countries by more than 10 million users.

• **Life Science: Biotechnology and Pharmaceutical:** Computationally Intelligent Discovery Engine by Recursion Pharmaceuticals. Recursion has combined the best elements of automated biology and artificial intelligence to create a computationally intelligent drug discovery platform that is capable of finding new drugs and new ways to use old drugs,

while simultaneously working on many diseases in parallel.

• **Life Science: Medical Device:** Xenoscope by Xenacor. Each year, more than 7 million patients throughout the world undergo laparoscopic procedures, more than 2 million women undergo diagnostic hysteroscopies and more than a million patients undergo video assisted thorascopic procedures in the U.S.

alone. The benefits of such direct visualization laparoscopic techniques are well documented and include convenience, accuracy, and patient acceptability.

• **Mechanical Systems/Chemicals/Manufacturing:** ProSlab 155 Automated Turf Harvester by FireFly Automatrix Inc. The harvester uses sophisticated controls to enable a hybrid of electric and hydraulic systems. It

robotically cuts and stacks turf-grass with improved quality and less fuel.

• **Outdoor and Consumer Products:** SNO-GO by SNO-GO. It merges skiing with downhill mountain biking. The familiar motions of mountain-bike riding are paired with snow skis designed for all types of snow conditions, creating an experience for riders of any skill level.

RMP opens EV 'corridor' charging stations

Rocky Mountain Power has opened Utah's newest electric vehicle charging stations that will be part of a regional electric corridor in Utah, Wyoming and Idaho. The chargers at the company's Salt Lake City office are open to visitors and Rocky Mountain Power employees for charging electric vehicles. The company also announced a \$1,250 incentive for its employees to purchase or lease a new or used electric vehicle.

"Our goal is to create an electric corridor that will enable our customers and the public to travel up and down our state and from Yellowstone Park to Disneyland," said Gary Hoogeveen, Rocky Mountain Power senior vice president and chief commercial officer. "We are also excited to offer an incentive to our employees to buy or lease an electrical vehicle and encourage other

companies to do the same."

Implementation of the electric vehicle charging infrastructure is part of the WestSmart EV (electric vehicle) Project, a grant awarded to Rocky Mountain Power by the Department of Energy to further electric vehicle charging infrastructure. The grant will develop 1,500 miles of electric highway corridors along I-15, I-80, I-70 and I-84. Additional funding to support EVs will be provided by the Sustainable Transportation and Energy Plan (STEP), which was created by the Utah legislature to provide innovative ways to help support the environment.

"This is the most exciting time ever to be involved with transportation," said Tammie Cooper, Utah Clean Cities executive director. "Technology is running full force with our desire to drive cleaner cars and certainly to breathe the cleanest air possible."

"We like to help kids connect the dots between basic science and good citizenship," said Deborah Burney-Sigman, Breathe Utah

executive director. "Learning why air pollution is such a problem in our area, how it affects our hearts and lungs and that solutions like electric vehicles are really important."

Rocky Mountain Power also introduced the newest addition to its vehicle fleet — a plug-in hybrid bucket truck capable of using both electricity and gasoline. The vehicle will help improve local air quality by reducing idling when in the urban areas but is also available for use in remote service areas where there is no charging capability.

"This is an exciting time and we are eager to find more innovative ways to protect the environment and help improve air quality," said Hoogeveen.

The three Level 2 chargers and 1 fast charger can provide electricity for up to 7 vehicles, Rocky Mountain said in a release. The chargers are located at the Rocky Mountain Power offices at 1407 W. North Temple in Salt Lake City.

Hunt tabbed to head Parr Brown for coming year

Salt Lake City law firm Parr Brown Gee & Loveless has announced the appointment of Jeffrey J. Hunt as president of the firm. Hunt will serve for one year and according to the practice of the firm, a new president then will be selected. Hunt has served as firm secretary for the past year.

"Parr Brown is truly unique among law firms both in terms of our democratic form of governance and the uniformly outstanding legal talent we recruit and retain. It truly is an honor to be associated with such a fine group of lawyers

with such diverse backgrounds, interests, and unparalleled accomplishments," said Hunt.

Hunt practices in the area of commercial litigation, with particular emphasis on First Amendment, media and intellectual property law. He has nearly 30 years of experience litigating complex commercial cases involving a wide variety of industries and legal issues, including copyright, trademark and patent enforcement actions; injunctions; securities litigation; restrictive covenants for employers; foreign litigation and arbitration and real property litigation.

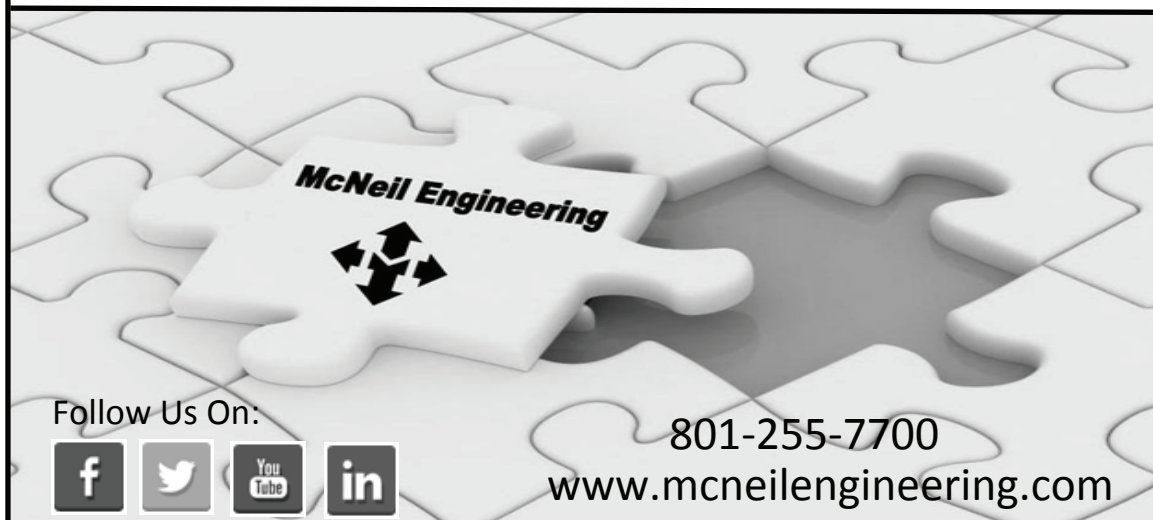
Parr Brown Gee & Loveless is a commercial law firm based that was formed in 1975. The firm has 75 attorneys specializing in transactional, litigation and regulatory matters.

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Utah Foundation report: Future not too rosy for Utah coal industry

Employment in Utah's coal mining and coal power industries has been declining for decades, due in part to shrinking demand for coal and improvements in mining technology, according to new research from the Utah Foundation. The report also concluded that policy changes promised by the Trump administration are unlikely to change that.

The report is the second in a series of three on Utah's coal industry and on the communities

that have depended on it for generations that the foundation has announced.

The key findings include:

- Approximately 1,000 people work in Utah's coal mines. Many trucking and other kinds of jobs exist to support coal mining operations.
- Productivity improvements resulted in increased coal production in the 20th century, particularly in the 1980s. At the same time, the number of coal mining jobs in

Utah decreased. Recent reductions in coal mine employment are due to a decrease in demand, the result of low natural gas prices and increased regulation of coal-fueled electricity generation.

- Approximately 1,500 people work in Utah's five coal-fueled power plants.
- One coal-fueled power plant closed in 2015, another coal-fueled operation is projected to end by 2025 and another by 2030. This will mean a loss of jobs but could

also decrease the demand for coal from Utah's mines.

- Trump administration policies may do little to "bring back" jobs for coal miners and coal-fueled power plants.

Changes in federal leasing policy may extend the lives of some coal operations in Utah, including the state's only surface-mining operation, the Coal Hollow mine near Alton in Kane County, the research found. But the report shows many mines have operated

only intermittently in recent decades.

"Overall, coal mining and coal-fueled power plant jobs don't account for much of the state's employment," said Shawn Teigen, author of the report. "However, those jobs alone account for about 5 percent of the employment in Utah's coal mining and coal-fueled electricity producing counties. In addition, there are a lot of indirect coal jobs and related tax revenues that these communities rely upon, making coal of the utmost importance to residents."

The first report in the three-part series looked at Utah's dependence on coal as its primary source for electric power and the resulting low energy prices that have benefited the state's economy. Natural gas, however, is increasingly used as a replacement for coal in power generation and renewable sources such as wind and solar are playing a more important role.

The third report in the series will look more closely at the rural communities that have depended on coal as an economic base. While there are fewer jobs in mines and power plants, they are often the best-paying jobs in the community.

UofU top in country for commercializing technology

The University of Utah is the top research university in the nation when it comes to commercializing technology innovations, according to the Milken Institute's 2017 ranking of Best Universities for Technology Transfer.

The UofU has "quietly evolved into one of the most prestigious research universities in the United States with a strong emphasis on commercializing its research," the institute said in the report released last week. The school moved to the top spot after being ranked 14th in the institute's inaugural report released in 2006. The UofU was ranked above other top-tier research institutions, including Columbia University, the University of Florida and Stanford University.

"This recognition is due to the tremendous culture of innovation and entrepreneurship created by our faculty and the caliber of translational research here at the U," said Keith Marmer, executive director and associate vice president of technology and venture

commercialization at the University of Utah. "The work our faculty is doing leads to knowledge and innovations that result in high-skill jobs and companies whose benefits are felt in Utah and beyond."

The ranking is based on the University Technology Transfer and Commercialization Index, which uses four key indicators of technology transfer success, measured on a four-year average (2012-2015): patents issued, licenses granted, licensing income and startups formed. These were normalized based on a four-year average of research dollars received by each university, for a total of eight measures. The index uses data collected by the Association of University Technology Managers in its Annual Licensing Activity Survey.

The U attracted \$417.2 million in research spending in 2015, the institute noted, and consistently ranked highly across all the indicators. It was propelled to the No. 1 position due to licensing income and startups, which received the

highest weights in the overall index.

Between 2012 and 2015, the U generated \$211.8 million in licensing income and recorded 69 startups, which the report noted was a "remarkable accomplishment" given its location in a smaller metropolitan area.

"Utah has a strong entrepreneurial culture and an incentive

system that makes it attractive for research faculty and students alike," the report said, praising the university's technology and venture commercialization as "among the best in the nation."

The Milken Institute, based in Santa Monica, California, is a nonprofit, nonpartisan think tank focused on advancing global prosperity.

Unemployment rate holds steady: Jobs still growing

Utah's unemployment rate continued to hold steady in March as the state's economy continues to add jobs. The Utah Department of Workforce Services reported that the jobless rate held at 3.1 percent and that the economy has added 45,700 jobs in the past 12 months. The 3.2 percent rise in Utahns with jobs brought the total number of employed to 1,455,600.

The department estimated that approximately 47,700 people in the state were unemployed during March and actively seeking work. The national unemployment rate decreased two-tenths of a percentage point from February to March to 4.5 percent.

"Job growth continues at a firm pace, providing additional employment opportunities across

multiple industries," said Carrie Mayne, chief economist at the Department of Workforce Services. "Utahns looking to improve their employment situation should take advantage of Utah's expansionary economy."

Eight of the 10 private sector industry groups measured in the establishment survey posted net job increases in March as compared to last year, while the natural resources and mining industry decreased by 900 positions and the information industry shed 600 positions.

The largest private sector employment increases were in trade, transportation and utilities (8,700 jobs); professional and business services (8,200 jobs); and education and health services (6,800 jobs).

Apartment complex sold for \$40M

San Francisco-based real estate investment company Hamilton Zanze (HZ) has acquired the 256-unit Meadowbrook Station apartment complex in Salt Lake City for \$40.1 million. The transaction closed on April 17.

HZ purchased the Class B-plus, 2010-vintage multifamily community from Peak Capital Partners.

"This is our first acquisition in the Salt Lake City market since 2013 and we are pleased to be back," said HZ managing director David Nelson. "We are also excit-

ed about the opportunity to own a transit-oriented development strategically located to benefit from growth in the downtown job base."

HZ's planned capital improvement plan includes green initiatives to reduce water consumption. The company has engaged affiliate Mission Rock Residential to manage the property.

HZ owns and operates 85 apartment communities totaling 18,063 units and has acquired 17 properties and sold 22 others in the past 12 months.

Kusch takes reins at LDSBC

Bruce C. Kusch has taken over as the 13th president of LDS Business College in Salt Lake City. He replaces J. Lawrence Richards, who served eight years as president and 15 years as a teacher at the school. Kusch had been serving as chief academic officer, with responsibility for faculty and academic programs. An official inauguration will be held later this year.

"I'm honored, humbled and excited for the opportunity to continue working with faculty, staff and students at LDS Business College," said Kusch. "President Richards provided excellent leadership and we will continue to prepare students to become all the Lord needs them to be as his disciples. It's a great privilege to be part of the Church Educational System and this great work of the Restoration."

LDS Business College was founded in 1886 and is home to 2,200 students from all 50 U.S. states and 60 countries. The college provides skills-based, market-driven education and awards two-year associate degrees or one-year certificates. The college also trains hundreds of nontraditional students through shorter, online courses.



Bruce Kusch

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Salt Lake tourism off to great start

According to two of Visit Salt Lake's key economic indicators, the first quarter of 2017 shows Salt Lake is off to a strong start in terms of hotel room nights and Super Pass sales. Super Pass is Visit Salt Lake's ski lift ticket program tailored to destination skiers and snowboarders and administered through its winter brand, Ski City.

STR Global, a leading provider of data benchmarking and analytics for the global hospitality industry, reports that Salt Lake County's hotel occupancy for the first quarter of 2017 was 77.5 percent, a 6.5 percent increase over the same period in 2016. Combined with an average hotel daily room rate (ADR) of \$111, the occupancy hike delivers a 13 percent increase in total hotel revenues.

Even more robust, Salt Lake's Convention District posted a 7.8 percent increase in occupancy with a 5.3 percent increase in rates to claim a 14 percent increase in total hotel revenues for the Convention District. March was particularly impressive, posting a 21 percent and 25 percent increase in hotel revenues for Salt Lake County and the Convention District, respectively.

Helping drive these increases, Visit Salt

Lake (VSL) and the Salt Lake hospitality community hosted 118,478 meeting and convention attendees in the first quarter of 2017, a 22 percent increase over the first quarter of 2016 (97,227 attendees).

According to Scott Beck, VSL president and CEO, a number of factors account for Salt Lake's strong start, including the increased number of citywide conventions (defined as "consuming" at least 750 hotel rooms on peak nights) as well as increased convention attendance. These increases also factor into the growth of ADR as higher occupancy drives hotel room rate increases, benefiting the hotels as well as the residents of Utah due to the increased impact of the visitor spending in the destination. Other factors include the strong local economy and, according to Beck, VSL's focused sales and marketing efforts.

The Ski City Super Pass roared as well. One of the ski industry's most flexible and value-laden lift ticket programs, offering direct-to-lift access at Salt Lake's four resorts (Alta, Brighton, Snowbird and Solitude), the Super Pass reported a year-over-year growth of 51 percent as of March 31 with just over \$3.5 million in sales.

Q1 real estate results mixed

A newly released report from real estate firm Newmark Grubb ACRES shows that the Salt Lake City area had mixed results in the commercial real estate market for the first quarter of 2017. Slowing was noted in some areas following several years of substantial growth.

In the industrial market, an already low direct vacancy rate inched lower to 3.69 percent with 473,347 square feet (SF) absorbed in the first quarter. Of the 3.1 million SF currently under construction, 68 percent is already pre-committed.

Leasing and owner-user sales transaction SF volume were both slightly down year-over-year due partly to a dearth of available product. But prices per SF were up across most product types. Medium distribution had one of the largest year-over-year increases in lease rates at 17 percent.

The office market was fairly anemic with net absorption for the first quarter at 41,805 SF. Direct vacancy rates for classes B and C leveled out, and the Class A vacancy rate rose from a low in 2015 of 4.18 percent to 7.19 percent in the first quarter due, in part, to new construction coming to mar-

ket. Lease transaction SF volume is down year-over-year but lease rates are up with Class C increasing the most. Owner-user sales transaction SF volume rose over 300 percent year-over-year.

Investment transaction dollar volume during the period was the lowest of the past five first quarters but the number of transactions was the second-highest of the past five. Multifamily investment transactions made up almost 50 percent of the total investment transaction dollar volume. Year-over-year cap rates were down for industrial, multifamily and office but up for retail.

In the zero-9,999 SF segment of the retail market, the number of leases, lease rates and leased SF were up year-over-year but were all down in the 10,000-plus SF segment. The number of owner-user sales is up year-over-year by 15 percent but the transaction SF and dollar volumes are both down with more transactions in the smaller segments. Single tenant investment sales dominated the number of investment transactions with close to 60 percent of the total first quarter transactions, an increase of 73 percent year-over-year.

Legend, Thanksgiving Pt. sign deal

Thanksgiving Point and Legend Solar have signed a sponsorship agreement that will have the fast-growing solar energy provider install a 1,500-panel solar array on the development's Museum of Ancient Life.

In a release, the two entities said the installation will provide a savings of \$1.5 million in power bills during the lifetime of the panels, which is an estimated 60 percent of the current power usage of the museum.

"This agreement with Legend Solar creates a wonderful relationship with Thanksgiving Point," said Mike L Washburn, CEO of Thanksgiving Point. "As we strive to better our property for guests, this relationship also allows us to soften our global footprint as well.

We're very excited to partner with Legend Solar."

Highlights of the 10-year agreement include \$2 million to support the mission of Thanksgiving Point, the renaming of the museum to the Museum of Ancient Life in the Legend Solar Building, mention of Legend Solar in Thanksgiving Point publications and social media and I-15 digital marquee recognition for Legend.

"As a clean energy company, Legend Solar is delighted to join in partnership with Thanksgiving Point as we educate people about the benefits of solar power," said Shaun Alldredge, co-founder and co-owner of Legend Solar. "We are excited to help support Thanksgiving Point's mission to 'cultivate transformative family learning.'"

Global Diamonds store sold

Global Diamonds of Salt Lake City has been acquired by Diamonds Direct, a diamond retailer based in Charlotte, North Carolina. Diamonds Direct plans to retain the Salt Lake City-based staff and will increase the outlet's selection of diamonds and other jewelry.

Global Diamonds is a relative newcomer to Salt Lake City, having opened late in 2016. Diamonds Direct was founded in 2010 with product sourced directly from the mines and diamond cutters.

"We see great potential in Salt Lake City and we are excited to introduce the Diamonds Direct concept to this market," said Itay Berger, president of Diamonds Direct. "We know this is a market of smart and discerning consumers who are seeking a good value without sacrificing quality and exceptional customer service."

Beginning last month, Diamonds Direct will operate under the name Global Diamonds in Salt Lake City.

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CORPORATE FINANCIAL REPORTS

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

Zion

Zions Bancorporation, based in Salt Lake City, reported net earnings applicable to common shareholders of \$129 million, or 61 cents per share, for the first quarter ended March 31. That compares with \$79 million, or 38 cents per share, for the same quarter a year earlier.

Net interest income increased to \$489 million, up 8 percent from a year earlier. Noninterest income was \$132 million, up from \$128 million in the 2016 fourth quarter. Pre-provision net revenue was \$215 million, up 20 percent from a year earlier. Net loans and losses were \$42.7 billion, compared with \$42.6 billion in the 2016 fourth quarter.

Zions, with total assets topping \$65 billion, has operations in 11 western states.

"While we are pleased with

the strong 61 percent improvement in earnings per share over the same period a year ago, results relative to the fourth quarter of 2016 were muted due to lackluster loan growth, a condition which has recently been prevalent throughout the industry," Harris H. Simmons, chairman and chief executive officer, said in announcing the results.

"Although we experienced a single loan loss that comprised nearly two-thirds of total net charge-offs during the quarter, credit quality was generally strong and improving, with classified loan totals improving by 7 percent relative to fourth quarter results. While operating costs were seasonally higher, we remain committed to a continued focus on expense control and improvement in our profitability through the remainder of 2017 and beyond."

Franklin Covey

Franklin Covey Co., based in Salt Lake City, reported a net loss

of \$3.3 million, or 24 cents per share, for the fiscal second quarter ended Feb. 28. That compares with a loss of \$400,000, or 3 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$42.2 million, down from \$45.3 million in the year-earlier quarter.

Franklin Covey specializes in organizational performance improvement.

"We were pleased that our operations for the second quarter came in almost entirely as expected. ... We believe that the transition to the All Access Pass business model will provide growth in future periods through higher initial sale sizes, consistently strong renewals, and from sales of add-on services and training materials. ... Because of the advantages of the All Access Pass to our clients and to us, we are pleased to have sales shift from our traditional channels to the All Access Pass.

We believe that the transition to the All Access Pass is building strong momentum in our operations, which will position us for the accelerated growth necessary

to meet our expectations through the balance of the fiscal year and into future years," Bob Whitman, chairman and chief executive officer, said in announcing the results.

Summit awards announced

One company and one individual were honored recently during the 11th annual Utah Economic Summit, hosted by Gov. Gary Herbert.

The Larry H. Miller Group of Companies (LHM) was honored as Outstanding Company of the Year, while Gary Heward, president and chief executive officer of Liberty Mountain, received the Lifetime Achievement Award.

LHM began in 1979 when Larry and Gail Miller purchased their first dealership, Larry H. Miller Toyota in Murray. The group now has more than 80 businesses and properties in 46 states and employs nearly 12,000 people. The primary areas of focus are automotive, sports and entertainment, finance and insur-

ance, real estate and philanthropy.

Heward and his wife, Diana, have owned Liberty Mountain for nearly 20 years, growing the company from 24 employees to 150. The company is one of the largest wholesale distributors of technical outdoor products and climbing gear in the U.S. The company was based in Portland, Oregon, when the Hewards acquired it but later made Utah the home of its corporate headquarters and western distribution center.

Gary Heward previously worked for Utah International and General Electric, McKensy and Bain. His love for the outdoors began when he was 12 years old when he participated in a 50-mile backpacking trip as a Boy Scout.

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<i>Cooked in Dutch Ovens</i>	Tri Tip Roast/Marinated	<i>Beef & Chicken-K-Bobs</i>
Flat Iron Steaks	<i>Grilled Chicken Breast</i>	<i>w/fresh vegetables</i>
10 oz. USDA Choice	<i>Grilled on site</i>	<i>Grilled on site</i>
Top Sirloin Steak	Pork Back Ribs	Boneless Ribeye Steak
Baked Idaho Potato	<i>Smoked with Applewood</i>	<i>10 oz. USDA Choice Boneless</i>
Grilled on site	Marinated Grilled Chicken Breast	<i>Boneless Ribeye Steak</i>
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Industry Briefs

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

ASSOCIATIONS

• **NACM Business Credit Services**, Salt Lake City, has named **Tyler Steenblik** of Young Electric Sign Co. as the chairperson of its board of directors. Other new board officers are



Tyler Steenblik

Rebecca Mullins, Ferguson Enterprises, vice chairperson; and **April Tanner**, Kimball Equipment, treasurer. Newly elected board members

are **D'Ann Johnson**, Roofers Supply; **Joanne Martin**, LKL Associates; and **Kandie Haymore**, Midwest Floor Coverings. NACM Business Credit Services is an affiliate of the National Association of Credit Management (NACM) and is an advocate for business credit and financial management professionals.

BANKING

• **Kirk Woolley** has announced his retirement after 44 years in banking, including the past 13 years with **Bank of American Fork**. Woolley most recently served as vice president and manager of the bank's River-



Kirk Woolley

ton branch. His career with the bank began in 2004 as a commercial loan officer. Woolley's career in credit and finance has spanned multiple organizations. **Sam Taylor** will succeed Woolley as the Riverton branch manager.

CONTESTS

• Applications are being accepted for the **2017 Leopold Conservation Award**, which honors Utah farmers and ranchers who demonstrate exemplary stewardship and management of natural resources. **Sand County Foundation**, **Utah Farm Bureau Federation**, **Western AgCredit** and the **Utah Cattlemen's Association** are accepting the applications for the award, which is comprised of \$10,000 and a crystal depicting Aldo

Leopold. Applications must be postmarked by Aug. 1 and mailed to Leopold Conservation Award, c/o Utah Farm Bureau Federation, 9865 S. State St., Sandy, UT 84070. Nominations may be submitted on behalf of a landowner, or landowners may self-nominate. The award will be presented at the Utah Farm Bureau's November convention in Layton. The award program is made possible through contributions from Western AgCredit, The Nature Conservancy, Utah Farm Bureau Federation, Utah Wool Growers Association and the Utah Department of Agriculture and Food. Details are at www.leopoldconservationaward.org.

CORPORATE

• **Groen Aeronautics Corp.**, Salt Lake City, has been rebranded as **Skyworks Global Inc.** The company is using gyroaerodynamics, its patented gyroplane technology, to develop practical and affordable vertical take-off and landing aircraft that will allow for runway-free operations.

ENERGY/NATURAL RESOURCES

• **LGCY Power**, Lehi, has announced its expansion into four states: Florida, Pennsylvania, Vermont and Wisconsin. It now has operations in 14 states. Founded in August 2014, LGCY focuses on residential solar power.

GOVERNMENT

• The **Utah Department of Workforce Services** has appointed **Kevin Burt** as the new director of Utah's **Unemployment Insurance Division**. Burt succeeds **Michelle Beebe**, who is departing for a new opportunity with a different state. He most recently served as an assistant director in the department's Eligibility Services Division, overseeing eli-



Kevin Burt

gibility policy, procedures, training, compliance and audits for the many programs determined by Utah's integrated eligibility system. Burt has been a part of Workforce Services for 15 years, first as an employment counselor with the Workforce Development Division, and then moving to the Eligibility Services

Division. He earned a bachelor's degree in social work from Utah State University and a master's degree in business administration from Weber State University.

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HEALTHCARE

• **BrightStar Care Salt Lake City**, a home care agency that also provides medical staffing solutions, recently partnered with **Advanced Patient Care of Utah** (APCUT) and has appointed **Rex Wheeler** as its new director of business development. Wheeler and APCUT bring over 15 years of experience in the healthcare industry in the Salt Lake City area.

• **Recursion Pharmaceuticals**, Salt Lake City, has hired **Dr. Yolanda Chong** as vice president of biology. Chong will oversee the development of new applications of Recursion's discovery platform, expanding the company's capabilities into new therapeutic indications, including inflammation, infectious disease, diseases of aging and oncology. She joins the com-



Yolanda Chong

pany after six years at Johnson & Johnson in Belgium, where she served as a principal scientist.

REAL ESTATE

• The **324 S. State St.** building in Salt Lake City has been sold by **324 State Street Partners LLC**, an affiliate of **DPI**, to **Hamilton Partners**. Financial terms were not disclosed. The 205,882-square-foot office building is located on 1.88 acres. Constructed in 1911, the building was home to the famous Auerbach's department store until its conversion for office use in the early 1980s. Newmark Grubb ACRES executive vice president **Bryce Blanchard**, senior vice president **Collin Perkins** and vice president **Casey Mills**, in conjunction with NGKF executive managing director **Ken White** and managing director **Rick Stumm**, brokered the transaction. **George Arnold**, a partner with Hamilton Partners, said plans call for the building to be upgraded.

RECOGNITIONS

• Several companies received awards for outstanding safety performance during the sixth annual Mining & Manufacturing Safety Conference. The **Utah Manufacturers Association** presented two awards. First place went to **Petersen Inc.** Second place went to **Layton Construction**. The **Utah Mining Association** presented awards to **Canyon Fuel Co.** (Dugout Canyon Mine, Skyline Mine, Sufco Mine and Castle Valley Prep Plant); **Energy Fuels Resources** (White Mesa Mill); **Graymont** (Cricket Mountain); **Lisbon Valley Mining Co.** (Lisbon Valley Mine); **Materion Natural Resources** (Spor Mountain); **Rio Tinto Kennecott** (Smelter); **Bodell Construction**; **Brahma Group**; **Golder Associates**; **Komatsu Equipment Co.**;

Norwest Corp.; **J.T. Thorpe & Son**; **Wheeler Mining Systems**; and **W.W. Clyde**.

• The **Utah STEM Action Center** has honored five people for their contributions to STEM (science, technology, engineering and mathematics) education statewide. **STEM Innovation Awards**, in partnership with the **Utah Technology Council**, were recently presented to **Kathy Liu**, a student at West High School; **Dawn McNeil**, fifth-grade teacher at Mountainville Academy in Alpine; **John Donley**, CTE coordinator and principal/administrator for Weber School District; **Jill Wood**, day camp director with the YMCA of Northern Utah; and **Mark Jones**, counselor at West Jordan Middle School. Nominations were open to the public from February to March of this year. The STEM Action Center team and the STEM Action Center Board selected this year's awardees. The teacher, counselor, principal and mentor each received a trophy and a \$2,000 grant for STEM projects, while Liu received a trophy and an iPad Mini.

• **Health Catalyst**, Salt Lake City, is one of 37 global companies to receive the **2017 Gallup Great Workplace Award**, which recognizes organizations for their ability to create engaged workplace cultures that drive business outcomes. Health Catalyst also earned the honor last year.

• **Franklin Covey Co.**, Salt Lake City, has been named to **TrainingIndustry.com's "2017 Top 20 Sales Training Companies"** list for the 10th consecutive year. The award criteria included industry recognition and impact on the sales training

see BRIEFS next page

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Industry Briefs

from previous page

industry, innovation in the sales training market, company size and growth potential, breadth of service offering, strength of clients served, and geographic reach.

RETAIL

• **L.L. Bean** has announced it will open its first Utah store in Park City during the winter of 2017 or spring of 2018. It will be the company's westernmost store and will be on the corner of Main Street and Heber Avenue in the new retail development called The Kimball on Main. The 6,300-square-foot store will employ approximately 30. It will include L.L. Bean's Outdoor Discovery Schools, which will offer year-round demonstrations, clinics and introductory hands-on courses for a variety of outdoor activities.

SCHOLARSHIPS

• **Western Governors University** and the **Utah Jazz** have teamed up to provide four Utah students with a full year of tuition. The scholarship recipients are **Alex Draper**, West Jordan, earning a bachelor's degree in business health management; **Amber Lorensen**, Pleasant Grove, seeking her master's in nursing informatics; **Michael Morrell**, Provo, earning his master's degree in educational leadership; and **Marcus Renlund**, Salt Lake City, pursuing his bachelor's in information technology.

• **Incorporate Massage**, a South Jordan-based corporate massage provider serving in North America, has announced a "Winning Woman Scholarship" essay contest to support women pursuing a bachelor's or master's degree in business. Each selected essay winner will

receive a \$2,000 scholarship to be used for tuition and books. The scholarship will be awarded once per year during fall semester. To be eligible, applicants must be female business majors currently enrolled in an undergraduate or graduate program at an accredited United States college or university. To enter, students must submit a 2,000-word essay on one of four topics. Applicants can apply at <https://www.incorporatemassage.com/winning-woman-scholarship>. The submission deadline is Aug. 30 at 11:59 p.m.

TRANSPORTATION

• **Keystone Aviation** has promoted **Charlie Chamberlain** to managed aircraft sales director, a newly created position in the company's Salt Lake City market. He will be responsible for nationwide growth of the company's fleet of managed and chartered aircraft. The



Charlie Chamberlain

addition comes in response to Keystone Aviation's consistent growth in its private aircraft management division, it said.

Chamberlain has worked for Keystone for seven years, most recently as an aircraft charter sales representative. He earned a bachelor's degree in business marketing from the David Eccles School of Business at the University of Utah.



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There's not doubt about it: All of us are smarter than any one of us

When I was 22 years old, I was hired as the financial controller of a university. During my first week at work, I attended a meeting of the key officers of the institution. I was highly attentive to the issues discussed. Regarding one significant issue, I felt that



RICH TYSON

the group had overlooked an important perspective. After I made my comment, there was an awkward pause, followed by the stares of virtually everyone in the room. Without any acknowledgment of my suggestion, the meeting resumed as if I had never spoken.

I was stunned! I said nothing more until the meeting was adjourned, after which I asked the last administrator leaving the room if I had said something stupid. His reply was startling: "No," he said, "your idea was exactly what needed to be said; you just haven't earned the right to say it yet!" It had not occurred to me that

my input would be dismissed because of my age or short time on the job, but that was clearly the case. Adam Galinsky, a professor at the Columbia Business School has described this phenomenon as the "low-power double bind: If we don't speak up, we go unnoticed (and our ideas are unheard); if we do speak up, we are punished." Galinsky notes that this bind

is a direct function of having low power as a result of age, time on the job, gender, race, etc. This raises the question: Do low-power individuals have a valuable contribution to make, or does their lack of power reflect a real inability to contribute? Later in my career, I accepted an offer to be a product manager for a major Fortune 100 company. My first day on the job was a whirlwind, culminating in an executive meeting. My boss ushered me into a conference room, where 16 of my fellow product managers surrounded a large conference table. He took his seat at the head of the table, inviting me to occupy the chair at his immediate right.

After introductions, he informed me that this was a regular meeting that I would attend and that there was one cardinal rule: Everyone speaks up! He said that even though it was my first day, he expected to hear from me. I demurred, saying that I thought it best to listen, being a newcomer. He responded firmly, "No, we expect to hear from you today!" I agreed, but frankly, I had no intention of displaying my lack of experience on Day One.

The meeting proceeded, during which my boss turned to me several times and asked my opinion. Each time, I responded that I was listening, but that I hadn't formed opinions worth sharing. Finally, with clear frustration, he said, "Mr. Tyson, you will tell us what you think, NOW!"

I don't remember what I said, but I do remember what he said to me. He called me a vulgar name. He accused me of having the insight earlier in the meeting, and that failing to share my thoughts at that time had resulted in the waste of thousands of dollars of executive time. I thought I had lost my new job on my first day.

My boss admonished me to "never let this happen again," and as he walked out the door, he shared what has become a critically important maxim for me ever since: "All of us are smarter than any of us."

Clearly, as leaders we should entertain the ideas and perspectives of everyone — high-power or low. In fact, leaders must be very careful that, as high-power individuals, we do not allow our power to drive out the inputs of others. Whether we realize it or not, when this happens, we have succumbed to the notion that "one of us is smarter than everyone else."

How do we assure that we give a voice to everyone? First, do as my former boss did: Ask for

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Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to brice@slenterprise.com. The submission deadline is one week before publication.

May 1, 8 a.m.-2 p.m.

SCORE Small Business Day and MBRC Expo. Event will feature training, business resources, lunch and more. Keynote speaker is Fred Lampropoulos of Merit Medical discussing how exporting helped his business thrive. Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 West, Sandy. Details are at saltlake.score.org.

May 2, 7:15-9 a.m.

Women's Business Breakfast, a Salt Lake Chamber Women's Business Center and WNG event with the theme "Developing Your Human Assets." Location is East India Café, 26 E St., Salt Lake City. Details are at slchamber.com.

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 3, 8 a.m.-4 p.m.

SBIR Road Tour, sponsored by the Small Business Administration (SBA) and USTAR's SBIR-STTR Assistance Center (SSAC). Event gives small technology firms, innovators, entrepreneurs and researchers the chance to meet one-on-one with federal program managers, hear panel discussions, learn about state resources, and more. Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Details are available at utahsbir-sttrcenter@utah.gov.

May 3, 8:30-10 a.m.

"Jump Start: Intro to Entrepreneurship," a Salt Lake

Chamber seminar taught by Deb Bilbao, business consultant at the Women's Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

May 3, 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.

May 4, 8 a.m.-5 p.m.

Utah Crowdfunding Summit 2017, produced by the Utah Small Business Development Centers and Salt Lake Community College's Miller Business Resource Center. Location is SLCC's Miller Campus, Karen Gail Miller Conference Room, 9750 S. 300 W., Sandy. Cost is \$59, \$79 for same-day registration, \$25 for non-SLCC students, \$10 for SLCC staff and students. Details are at <https://www.regonline.com/Register/Checkin.aspx?EventID=1873690>.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Murray Police Chief Craig Burnett discussing "Crime Prevention in Murray City." 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, 8-10 a.m.

First Friday Face-To-Face, a Salt Lake County Business to Business Networking Group event. Location is Miller Free Enterprise Center, 9750 S. 300

W., Sandy. Registration can be completed at Eventbrite.com.

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 nonmembers. Details are at slchamber.com.

May 5, 9-10 a.m.

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

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, 7:15-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Eric Rea, co-founder and chief executive officer of Podium. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <http://www.acg.org/utah/events>.

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 9, 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. Theme is "Unifying the Tech Frontier." Keynote speaker Mark Sunday, chief information officer at Oracle, will discuss "Exponential Innovation." Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Cost is \$65 for UTC members, \$95 for nonmembers. Details are at utahtech.org.

May 9, 5:30-8 p.m.

TCIP Demo Day 2017, a Governor's Office of Economic Development event featuring information about the Technology Commercialization and Innovation Program. The 2017 class of Utah tech entrepreneurs will give rapid-fire presentations on their progress and problems they're solving as they go to market. Location is Impact Hub Salt Lake, 150 State St., No. 1, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

May 9, 5:30-7:30 p.m.

Business After Hours Social, a Holladay Chamber of Commerce event. Location is Caputo's, 4670 S. 2300 E., Holladay. Details are at holladaychamberofcommerce.org.

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 nonmembers for lunch only; \$20 for members, \$25 for nonmembers for lunch and golf lessons. Details are at sandychamber.com.

May 10, 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.

May 10, 5-6:30 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Ogden Athletic Club, 1175 E. 5700 S., South Ogden. Cost is \$10. Details are at ogdenweberchamber.com.

May 11, 7 a.m.-3 p.m.

Chamber Partner Golf Outing, an Ogden-Weber Chamber of Commerce event. Breakfast begins at 7 a.m., followed by 8 a.m. tee time and 1 p.m. lunch. Location is The Barn Golf Course, 305 W. Pleasant View Drive, Ogden. Reservation deadline is May 8. Details are at <http://bit.ly.OWCCgolf> or by contacting heather@ogdenweberchamber.com or (801) 621-8300 Ext. 109.

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

"Utah: Water Is Your Business" Water Week Forum, a Salt Lake Chamber event. Third annual forum is an opportunity for business leaders to learn from local and national water experts about best management practices, new innovation and technology, and

how businesses can get involved in creatively addressing the state's water challenges. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Salt Lake City. Cost is \$35. Details are at <http://slchamber.com/waterisyourbusiness>.

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 can be completed at www.bomautah.org.

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

May WIB Luncheon, a Davis Chamber of Commerce event. Speaker is Jane Ann Craig. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$15 for members, \$20 for walk-ins. Details are at davischamberofcommerce.com.

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, 7:30-8:30 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 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

Business Tech

Why Tiger Woods and your IT guy may have more in common than you think

Tiger Woods is an amazing athlete and one of the world's most decorated golfers. Your IT guy is, well, ahem, less than athletic, perhaps. So what could Tiger Woods and your IT guy possibly have in common? The short answer is that their jobs are more similar than you think.

Race to Zero

The idea that sparked this article is that both golf and IT are really a race to zero. In golf you want to have the lowest possible score. In IT, they're always chasing zero as well. Zero downtime, zero response time, zero security breaches, etc.



MIKE HERRINGTON

Par Isn't Impressing Anybody

If a golfer makes par, there's no fame in it. They probably won't win and nobody's impressed. If your IT guy simply keeps things running and nothing happens, he rarely gets any credit. The thing most folks don't understand is that sometimes the course is so difficult that par is almost a miracle. IT can frequently be the same way. There are times that simply keeping things running without disruption is quite a feat.

Deceptively Simple

It's been said that golf is deceptively simple and endlessly complicated. Anyone that's picked

up a club and tried to hit a straight drive knows what that means. IT is much the same way. From the outside looking in, IT can appear simple. "You can just push a button, right?" Realistically IT can be endlessly complicated. It's a broad field that can be extremely nuanced.

A Tool for Every Job

Another similarity between IT and golf is that there is a tool for every job. Golfers carefully select the right club for each shot to improve their chances of success. Most folks don't realize it, but IT professionals have a large selection of tools they use for different tasks to get the desired results.

Happy Gilmore

Golfers seem to get noticed the most when things are going

terribly, terribly wrong. There is an expectation that they can achieve par or better all of the time, but every golfer has THOSE days. Sometimes you can't sink a shot to save your life and your ball ends up in the lake. Funnily enough, those times draw more attention than some of your best rounds of golf. IT pros get noticed more than any other time when things are NOT going right. If the server is down or the hard drive failed, the spotlight is turned squarely on them. It can make for tough work when excellence goes unnoticed and failures are highlighted.

Moral of the Story

The real moral of the story here is to keep calm and love your system administrator. Sometimes

the work of others can be more difficult than first glance may intimate. The worst part of IT is that even the most successful IT guys don't get fame, glory or boatloads of money. They simply get to keep their jobs, and if they're lucky, their hard work gets noticed and they get promoted.

So the next time you have IT problems, cut your IT guy a break. The next time you notice nothing is wrong, realize that probably means that there is someone hard at work behind the scenes. Maybe even take a minute to stop and say, "Thanks."

Mike Herrington is the manager of business development at i.t.NOW.

CALENDAR

from page 9

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.

May 13, 9 a.m.-5 p.m.

Big Mountain Data Conference, a Utah Geek Events event. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

May 15, noon-2 p.m.

Utah County International Business Forum, hosted by the World Trade Center Utah and Nu Skin. 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. Panelists include Rich Hartvigsen, vice president of global regulatory affairs, Nu Skin (moderator); Lisa Cox, director of operations, Air & Sea International; Jonathan Kunz, vice president of Asia Pacific Markets, DoTerra International LLC; Spencer Quinn, co-founder, FiberFix; and Shelby Peterson, acting director of the Utah Export Assistance Center, U.S. Commercial Service. 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, 7:30-9 a.m.

Spring Breakfast, an Envision Utah event. Open to anyone interested in the future of Utah's tech industry. Speakers will discuss what the tech industry needs to continue thriving in Utah with Envision Utah's audience of civic, business and NPO leaders. Panelists are Carine Clark, Silicon Slopes; Karl Sun, Lucid Software; Josh Coates, Instructure; and Howard Hochhauser, Ancestry. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Details are at <http://www.envisionutah.org/spring-breakfast>.

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, 10:30 a.m.-2 p.m.

Utah Women's Summit, sponsored by the Sandy Area Chamber of Commerce, Vista Outdoor and CBRE. Keynote speaker is Kari Mirabel, "The Connection Coach." Location is Topgolf, 920 Jordan River Blvd., Midvale. Details are at <https://utahwomenssummit.com/>.

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, noon-1:30 p.m.

"Time to Build Utah," hosted by the Salt Lake Chamber and the Utah Transportation Coalition in honor of Infrastructure Week. Event will highlight the importance of infrastructure to Utah's economic competitiveness. Panelists are Carlos Bracer, executive director, Utah Department of Transportation; Tage Flint, chief executive officer, Weber Basin Water Conservancy District; Chad Teply, vice president of strategy and development, Rocky Mountain Power; and a speaker from the Utah Transit Authority. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$25. Details are at slchamber.com.

May 16, 4-6 p.m.

Business B 4/5, a West Jordan Chamber of Commerce networking event. Location is Critical Nurse Staffing, 8819 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

May 16, 5-7 p.m.

Business Women's 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 17, 8-9:30 a.m.

"Protecting Your Intellectual Property: An Outdoor Industry Breakfast and Discussion," presented by the Office of Outdoor Recreation in the Governor's Office of Economic Development (GOED). A panel discussion will feature an overview of the process for filing for patents or trademarks as it relates to a business or orga-

nization. Location is Governor's Office of Economic Development, 60 E. South Temple, third floor, Salt Lake City. Free, but registration is required. Registration can be completed at Eventbrite.com.

May 17, 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.

May 17, 3-4:30 p.m.

"Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women's Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. 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.

"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 chamber members, \$15 for nonmembers. Details are at westjordanchamber.com.

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

May Chamber Luncheon, a Davis Chamber of Commerce event featuring the Richard Richards Institute Ethical Leadership Award. Location is Weber State University's Davis Campus, 2750 University Park Blvd., Ballroom D3, Layton. Cost is \$20 for members, \$25 for guests. Details are at davischamberofcommerce.com.

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 Qzzr, 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

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CALENDAR

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per foursome). Sponsorships are available. Registration can be completed at utahsafetycouncil.org.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker Marci Williams, director of the Murray Park Center, will discuss the programs and opportunities the center offers. 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 19, 9 a.m.-noon

WEC Lenders "Meet 'N' Greet," a Salt Lake Chamber event. Attendees will be advised by professional loan officers about how to give a successful pitch to get funding to grow a business. Location is the Salt Lake Chamber, 175 E. 400 S., Salt Lake City. Details are at slchamber.com.

May 22, 8 a.m.

Annual UMA Golf Tournament, a Utah Manufacturers Association event. Location is Stonebridge Golf Course, 4415 Links Drive, West Valley City. Cost is \$130, \$500 for a foursome. Sponsorships are available. Details are at (801) 363-3885.

May 23, 8-9:30 a.m.

"A Champion to Me — Silent Hero Breakfast," a ChamberWest Women In Business event. Location is Granite Education Center, 2500 S. State St., Room D102. Cost is \$20 with RSVP, \$30 at the door. RSVPs can be completed at chamberwest.org or by calling (801) 977-8755.

May 23, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Speakers Denece Huftalin and Sydnee Dickson will discuss the state of education and how their focus impacts the future of workforce development. Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Details are at sandychamber.com.

May 23, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events Center, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at ogdenweberchamber.com.

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 24, 8-9:30 a.m.

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

May 24, 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.

May 25, 8 a.m.-1 p.m.

29th Annual Employment Law Seminar, presented by Parson Behle & Latimer. Topics will include "ADA and FMLA," "Managing Intermittent Leave," "Mental Health and Substance Abuse," "Violence in the Workplace," "On-Duty vs. Off-Duty Conduct," "Minimizing Risk in Hiring," "Non-Competes and Trade Secrets" and an immigration update. Location is Grand America Hotel. Registration can be completed at Eventbrite.com. Details are at <http://www.parsonsbhle.com/emp-seminar>.

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 with RSVP, \$30 at the door. RSVPs can be completed at chamberwest.org or by calling (801) 977-8755.

May 25, 3-5 p.m.

UTC Public Policy Forum, a Utah Technology Council event. The forum meets regularly to discuss issues that affect the state and its tech industry. Location is UTC, 2755 E. Cottonwood Parkway, No. 500, Salt Lake City. Details are at utahtech.org.

May 25, 5-8 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Publik Space, 975 S. West Temple, Salt Lake City. Cost is

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from THE PRO SHOP

Golf is Beautiful

What is it about golf that make so many people love it so much?

Golf is a beautiful sport. That is one of its core values.

Seeing a little white ball that you've sent soaring into the blue sky, speckled with ever-changing white clouds, rise above snowcapped mountains on the horizon beyond the calm lake and gradually descend down through the autumn leaves and settle in lush grass that you didn't have to cut. What can be more beautiful? More of it!

Golf is a walk in nature's park.

It's also a walk through human emotions, anger, annoyance, friendship, loyalty, family, friends, companionship, satisfaction, frustration, achievement, improvement, how, why, exclamations, cursing, praising, improving, studying, analyzing, experimenting, courtesy, etiquette, tradition, disappointment, exhilaration and beauty.

When we leave it, it never leaves us. It is always with us wherever we go.

Golf has many special places — the most significant of which is in our hearts.

Utah golf is an artist's palette.

Down south in Dixie's Red Rock Country there is the lava-rocked beauty of Entrada Country Club at the foot of Snow Canyon and on the other side of the valley Sand Hollow has its green fairways winding through spectacular walls of red rock in all directions.

To the east there is that stunning Moab golf

course where standing on the high perched sixth tee looking west you find one of nature's most beautiful, massive red walls, and on the way home you must make an autumn stop at one of the Utah state parks golf courses, Wasatch Mountain and Soldier Hollow.



Steve Watts

Continuing home, how about a round at the peaceful scenic treasure of Park City Golf Course, and when you're worn out, spend the night at The Canyons and in the morning rent a cart in time for sunrise and take a tour of one of the greatest winding roller coasters in the world, the cart path at The Canyons at dawn. Cameras

and seat belts highly advised.

After you return to Salt Lake Valley, conclude your trip at the most beautiful course in the valley, the gorgeous Talons Cove Golf Course in Saratoga Springs. The course is on the shoreline of Utah Lake, where the view east toward the snow-topped Mt. Timpanogos is as good as it gets.

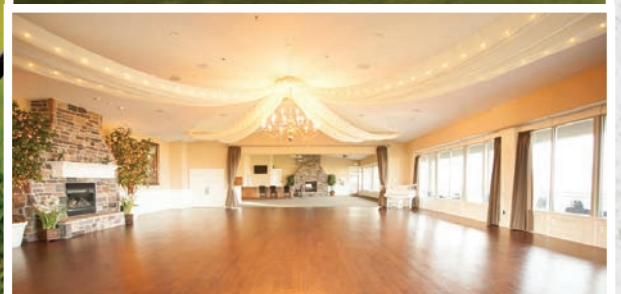
You can golf Talons Cove every day and the scenic view is never the same. Using the sun and the clouds as moving props, God changes the stage setting every hour, and when your little white ball sails off the green grass into the blue sky and settles near the flagstick on a velvet green runway, you'll know — you've been dreaming — and it's back to the range.

Steve Watts
General Manager
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Opinion

CFPB prepaid card rule again targets a product popular with the masses

Whenever innovation produces a new technology or product that benefits the masses, government bureaucrats inevitably try to smother it with excessive regulation. They often even have the gall to claim they are doing so for public benefit. Such is the case with the Consumer Financial Protection Bureau's rules on prepaid debit cards.

One of the many regulations released in the waning days of the Obama administration was a 1,689-page rule issued by the CFPB on "general purpose reloadable cards." The CFPB wants to force prepaid cards to come with many of the same features and protections as credit cards by dictating how account information must be provided and what it must contain, imposing liability limits on lost or stolen cards and mandating excessive disclosures. Limiting the overdraft features of prepaid cards would also force prepaid cards to function more like credit cards than debit or ATM cards. According to American Action Forum calculations, total compliance costs of the rule for prepaid card companies will most likely reach into the hundreds of millions of dollars and may surpass \$1 billion.

For many, prepaid cards serve the

same function as a traditional bank account. Individuals can receive their paychecks on the cards through direct deposit and spend the same way someone using a debit card linked to a checking account

would. According to a 2014 report by The Pew Charitable Trusts, some 23 million Americans were regularly using prepaid cards. Also, a quarter of the accounts were being used by low-income Americans (a third of whom had annual income below \$15,000) with no bank account, allowing them to perform basic tasks such as paying bills online and getting cash out of ATMs. As the report notes, the system is popular because it allows users — especially unbanked ones — to control their budget, stay out of debt and avoid overdraft fees. The amount put onto prepaid cards has grown exponentially, from \$1 billion in 2003 to an expected \$112 billion in 2018, suggesting that the existing system is quite popular with consumers.

Those who use prepaid cards generally prefer them because they are cheaper than other cards, and sometimes they're the only alternative financial services the poorest Americans can afford. But after the CFPB's rule is implemented, that will most likely

no longer be the case. The CFPB-mandated features may or may not be desirable to consumers, but they certainly will come with a price as compliance costs are passed on to consumers. Mandating these features will thus undermine the primary benefit — the low cost — that attracts so many low-income Americans to prepaid cards in the first place.

Government bureaucrats are taking away the right of individuals to choose the set of product features that best fits their individual circumstances with a one-size-fits-all regulation.

Not surprisingly, the government is a driving force behind rising banking costs and the reason so many people are turning to prepaid cards. Red tape and regulations that have made banking ever more expensive include the Durbin amendment price controls on debit card swipe fees, which have led to a decline in the availability of free checking accounts and reductions in card benefits. The extreme scope and high cost of regulations under Dodd-Frank are why more and more Americans are now considered "unbanked." If members of Congress allow the prepaid card rule to stand, they will yet again deny the poor a useful financial instrument.

To make matters worse, the rule is

expansive enough to encompass digital services such as PayPal and Google Wallet, providing an unnecessary barrier to an emerging technology and limiting its potential to revolutionize the payment industry. Who knows how many innovations won't occur because of this overregulation?

The CFPB has, in particular, made it a habit of pursuing policies that harm the very individuals whose interests it claims to be protecting. It has long targeted for destruction the small-dollar loan industry, without which many low-income Americans would have nowhere to turn to cover an unexpected bill. Now it wants to make it more difficult for these same people to use what little income their hard work earns. The poor can't afford any more of the CFPB's "protections."

Congress still has the option to roll back the rule using the Congressional Review Act, which has been used to undo several other costly Obama-era regulations. It would truly protect consumers if Congress were to do so again in this case.

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

North Korea: A difficult testing ground for Trump's bellicose approach

Every American administration takes a while to settle into a basic approach to the world. Pres. Trump's team has had a rockier start than most, with many important positions in every key agency still unfilled. More worrying, the administration's basic foreign policy is coming into view and it is not a reassuring sight — bellicose rhetoric, hollow threats, contradictory voices and little coordination with allies. The approach is being tested on the most difficult foreign policy problem of all: North Korea.

There is a pattern to Trump's approach so far. It begins with bravado, the repeated use of rhetoric that is not backed up by much. The president constantly insists that if China doesn't help deal with North Korea, America will. Really? How? A military strike is close to impossible. South Korea would vehemently oppose any such move, as it would face the brunt of North Korea's retaliation. Seoul is only about 35 miles from the border. Japan would also oppose a strike, and, of course, any military action would enrage China. Plus, a bombing campaign would be ineffective since North Korea's nuclear sites are scattered, buried deep and, in some cases, underwater.

Trump has not been alone in his bravado. Secretary of State Rex Tillerson announced that America's historical policy of "strategic patience" with North Korea had ended and that the United States now had a new policy. The danger of this kind

of rhetoric is that it is becoming readily apparent that Washington does not in fact have a new policy. And if it does, Washington's key allies, especially the South Koreans, are terrified by it. Between the administration's bluster, its mistake with the USS Carl Vinson, and Trump's repetition of Beijing's line that Korea was once a part of China, South Korea has become deeply uneasy.

Tough talk is supplemented by aggressive military reflexes. Whether that means using bigger bombs in the Middle East or sending ships — eventually — into East Asian waters, these tactics can be useful if there is a strategy behind them. So far, however, they look more like tactics in search of a strategy, the flexing of military might in the hope that this will impress the adversary. But all the shock and awe in Iraq did not help when there was a faulty plan to secure the peace. More bombs in Syria will not answer the question of how to defeat the Islamic State without abetting Pres. Bashar Assad. Threatening North Korea without the ability to carry out that threat only makes Washington look weak.

The United States has had roughly the same strategy toward North Korea for decades. It is a policy of sanctions, threats, intimidation, pressure and isolation. And it has not worked. Even the brief effort at cooperation during the Clinton years was half-hearted, with Washington failing to fulfill some of its promises to North Korea.

In any event, the rapprochement was quickly reversed by the George W. Bush administration. The results have been clear. North Korea has continued to build its nuclear program and engage in provocative tests. As isolation and sanctions have increased in recent years, Pyongyang has only become more confrontational.

In a recent essay in *Foreign Affairs*, John Delury wonders if it is time to try another approach: "If the United States really hopes to achieve peace on the

Korean Peninsula, it should stop looking for ways to stifle North Korea's economy and undermine Kim Jong Un's regime and start finding ways to make Pyongyang feel more secure. This might sound counterintuitive, given North Korea's nuclear ambitions and human rights record. But consider this: North Korea will start focusing on its prosperity instead of its

see ZAKARIA next page



FAREED ZAKARIA



Opinion

Spending your retirement savings: Some destinations are better than others

You can probably envision how most of your retirement money will be spent. Much of it will be used on living expenses, health-care expenses, and, perhaps, debt reduction. Beyond the basics, you will unquestionably reserve some of those dollars for grand adventures and great experiences. If your financial situation permits, you may also contribute to charity.

You just have to remember that your retirement fund is not a bottomless well. If outflows begin to exceed inflows (that is, you repeatedly withdraw more than you make back), you will face a serious financial problem.

With that hazard in mind, be wary of these four spending sieves. Some retirees fall prey to them and all four can potentially reduce a retirement fund at an alarming rate.

1. Spending some of your retirement money on your adult children. According to the Federal Reserve Bank of New York, the average indebted college graduate is shouldering \$34,000 in student loans. No wonder some millennials live without a car, live with a couple of roommates or live with their parents. It is easy to feel empathy for a son or daughter in this situation, but you need not bail them out.

You may be tempted to pay off some bills for an adult child — even some education debt. But should your retirement dollars be used for that? Frankly, no. (If you face the prospect of retiring with outstanding student loans, attack yours instead of ones linked to your kids.)

2. Spending some of your retirement money on your home. Should the mortgage be paid off? Does the landscaping need work? Should you put in solar panels? In asking such questions, question whether you want to assign your retirement dollars to such expenses.

Making a big lump-sum payment to erase your mortgage balance can also erase that money right out of your retirement savings. Some retirees find it better just to carry their home loans a little longer, enjoying the associated mortgage interest tax break.

Certain home improvements might raise the value of your residence; others might not be cost-effective.

3. Spending some of your retirement money at casinos. It is amazing how many retirees flock to gaming establishments. As AARP noted last year, about half of visitors to U.S. casinos are aged 50 or older.

Gambling addiction is, fortunately, rare, but even casual gamblers can have a hard time walking away due to the comfort and conditions of the casino experience. Would any retiree be able to defend such spending as purposeful?

4. Spending too much of your retirement money at the start of your “second act.” Often, retiree households get a little too ambitious with their travel plans or live it up just a little too much in the first few years of retirement. Either on their own or through a talk with their retirement plan-

ner, they learn that they must reduce their spending — and fast.

Aim to spend your retirement money in a way that you will not regret. Recognize these potential traps, strive to steer clear of them and consider options that may give your retirement fund the possibility of further growth.

Mark Lund is the author of *The Effective Investor* and founder and CEO of Stonecreek Wealth Advisors Inc. in Draper where he helps people with their investments and retirement plans.



MARK LUND

ZAKARIA from previous page

self-preservation only once it no longer has to worry about its own destruction. And North Korea will consider surrendering its nuclear deterrent only once it feels secure and prosperous and is economically integrated into Northeast Asia.”

We tend to view North Korea as an utterly weird country run by a loony dictator with bad hair. And there’s evidence to support this characterization. But it is also a regime that wants to survive. I

recall many similar arguments made about Iran before the nuclear deal, that it was a fanatical country run by mad mullahs. We were told they could never be negotiated with, would never accept a deal, would never disconnect their centrifuges, and would violate any agreement within weeks. So far, all these predictions have proved wrong. It might be worth trying a new policy with North Korea. It might not work. But the old one certainly hasn’t.

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

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CALENDAR

from page 11

\$7 for early-bird members, \$10 for members after May 18, \$15 for nonmembers. Details are at slchamber.com.

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.

May 31, 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.

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

Lunch Meeting, a Murray Area Chamber of Commerce event. Speaker Dr. Noel Gardner of the Polizzi Clinic will discuss opioid misuse and how the clinic is helping patients overcome addiction. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$20 prepaid, \$30 at the door. Details are at murraychamber.org.

June 1, 3-5 p.m.

UTC Public Policy Forum, a Utah Technology Council event. The forum meets regularly to discuss issues that affect the state and its tech industry. Location is UTC, 2755 E. Cottonwood Parkway, No. 500, Salt Lake City. Details are at utahtech.org.

June 2, 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.

June 2, 8-10 a.m.

First Friday Face-To-Face, a Salt Lake County Business to Business Networking Group event. Location is Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Registration can be completed at Eventbrite.com.

June 2, 9-10 a.m.

Friday Forum, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No.

200, Provo. Details are at thechamber.org.

June 5

Chamber Champions Golf 2017, a Utah Valley Chamber event. Shotgun start at 8 a.m., lunch at 12:30 p.m. Location is Riverside Country Club, 2701 N. University Ave., Provo. Cost is \$450 for members, \$600 for nonmembers. Sponsorships are available. Details are at thechamber.org.

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 7, 8:30-10 a.m.

“Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women’s Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

June 7, 11:30 a.m.-1 p.m.

Annual Chamber VIP Luncheon, a Holladay Chamber of Commerce event including a question-and-answer session with University of Utah football coach Kyle Whittingham at 11:30 a.m., a tour of the student-athlete training facility at noon, and lunch in the student cafeteria at 12:45 p.m. Cost is \$25 for chamber members, \$30 for nonmembers. Details are at holladaychamberofcommerce.org.

June 8, 9 a.m.-4 p.m.

Employment Law Update Conference, a Mountain States Employers Council event. Location is Radisson Hotel, 215 W. South Temple, Salt Lake City. Cost is \$169 for members, \$189 for nonmembers. Details are at msec.org.

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

Lunch & Learn, 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 guests and visitors. Details are at murraychamber.org.

June 9

Sandy Chamber Golf Classic, a Sandy Area Chamber of Commerce event. Location is

River Oaks Golf Course, 9300 Riverside Drive, Sandy. Details are at sandychamber.com.

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

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Heidi Flitton of Encore Benefits/Fringe Benefit Analysts will discuss “Following Your Inner Compass.” Location is the Ogden-Weber Chamber of Commerce, 2380 Washington Blvd., Suite 290, Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

June 9, 9 a.m.-4 p.m.

“This Is the Place. But Where Am I? An Orientation to Utah Culture,” presented by the Seneca Council, Silicon Slopes and Women’s Leadership Institute. Event is a Utah corporate culture boot camp delving into the unique experience that is working in a Utah corporation. Event features a keynote speaker, panel discussion, breakout sessions and networking opportunities. Keynote speaker is Linda Wardell of Taubman, general manager of City Creek. Lunchtime presentation is by Theresa Foxley, Economic Development Corporation of Utah. Panelists are Kat Kennedy, Degreed; Alex Shootman, Workfront; Sarah South, Ancestry; Owen Fuller, Qzr; and Sara Israelsen-Hartley, *Deseret News*, (moderator). Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Cost is \$1,400. Registration can be completed at Eventbrite.com. Details are at info@senecacouncil.com.

June 13, 5:30-7:30 p.m.

Business After Hours Social, a Holladay Chamber of Commerce event. Location is Abbingdon Senior Living, 2728 E. 3900 S., Holladay. Details are at holladaychamberofcommerce.org.

June 14

Connect 4 Lunch, Barbecue and Blood Drive, a Sandy Area Chamber of Commerce event. Blood drive is 9:30 a.m.-2:30 p.m. Lunch is 11:30 a.m.-1 p.m. Location is the chamber parking lot, 35 E. 9270 S., Sandy. Cost is \$15 for members and \$20 for nonmembers; \$10 for members and \$15 for nonmembers donating blood. Details are at sandychamber.com.

June 15, 7 a.m.-4 p.m.

Murray Chamber Youth Scholarship Fund Golf Tournament, a Murray Area Chamber of Commerce event. Activities begin at 7 a.m. with registration, followed by an 8 a.m. shotgun start. Location is Murray

Parkway Golf Course, 6345 Murray Parkway Ave., Murray. Details are at murraychamber.org.

June 15, 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.

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

2017 Education Golf Tournament, a Utah Mining Association event with registration at 7 a.m. and shotgun start at 8 a.m. Location is Stonebridge Golf Course, 4415 Links Drive, West Valley City. Cost is \$150. Registration deadline is June 12. Sponsorships are available. Details are available by contacting Marilyn Tuttle at (801) 364-1874 or mining@utahmining.org.

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.

Multi-Chamber Women in Business Luncheon. Location is Club 90 SLC, 9065 S. Monroe St., Sandy. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at westjordanchamber.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 21, 3-4:30 p.m.

“Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber seminar taught by Deb

Bilbao, business consultant at the Women’s Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

June 22, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker Lee Weech of Executech will discuss “IT Security.” Location is Buca di Beppo, 935 Fort Union Blvd., Midvale. Cost is \$15 for members, \$20 for guests and visitors. Details are at murraychamber.org.

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Speaker Nicole Carpenter will discuss “Define Your Time.” Location is Hub 801, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at ogdenweberchamber.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.

June 29, 2017, 7 a.m.

Annual Golf Classic, a ChamberWest event. Location is Stonebridge Golf Club, 4415 Links Drive, West Valley City. Details are at (801) 977-8755 or chamber@chamberwest.org.

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

Networking Luncheon, a Murray Area Chamber of Commerce event. Speaker Dr. Nick Greenwood will discuss “Drug and Opiate Addiction in Utah.” Location is Buca di Beppo, 935 Fort Union Blvd., Midvale. Details are at murraychamber.org.

Aug. 15-17

102nd Annual Convention and Golf Tournament, a Utah Mining Association event. Location is Zermatt Resort and Crater Spring Golf Course, Midway. Details are available by contacting Marilyn Tuttle at (801) 364-1874 or mining@utahmining.org.

KATEC

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for group events and gatherings of up to 250 people. It will feature an outdoor event deck with views of nearby mountains, and a community plaza.

KOPFC's current fitness area will triple by growing by 11,500 square feet, and 11,600 square feet will provide a permanent home for US Speedskating, which is currently in the Utah Olympic Oval's administrative space. KATEC will house the National Speed Skating Hall of Fame and speedskating training facilities, nutrition areas, a testing and evaluation lab, and access to the new High Performance Sports Medicine Clinic operated by the United States Olympic Committee.

Funding for the project includes \$3 million from the state of Utah, \$5 million from Salt Lake County, \$2 million from KOPFC, \$1 million from the Utah Olympic Legacy Foundation (UOLF) and \$1 million from US Speedskating. The facility will be jointly owned and operated by the foundation and KOPFC.

The foundation is a nonprofit organization responsible for managing and maintaining Olympic legacy facilities and providing opportunities for people of all ages and abilities to participate, educate and excel in winter sports. Those facilities include the Utah Olympic Oval, Utah Olympic Park and Soldier Hollow Nordic Center.

"The concept for this project resulted from a realization that the individual needs of numerous organizations would be best served by pooling resources and combining our efforts under one roof," said Colin Hilton, the foundation's president and chief executive officer. "In the spirit of an inclusive and broad-reaching Olympic legacy in Utah, this multi-use facility is providing state-of-the-art training facilities for both Olympic athletes and Kearns residents. Furthermore, the meeting and conference facilities will provide an exciting gathering space for use by visiting groups and local community needs."

KOPFC has been a fixture in Kearns for more than 50 years, providing recreation, fitness and park services and hosting the Fire Water & Ice Festival, Winter Indoor Tri Series and other state and national events. Its 55-acre property features over 100,000 square feet of indoor facilities, an outdoor/indoor waterpark and a trail-lined leisure park. Its current fa-

cility opened in 1996 under the direction of the Oquirrh Park Fitness District, the first special service district of its kind in Utah.

The oval, built in 2001, sits on five acres and includes Utah's only 400-meter speedskating oval and two international-sized ice sheets, plus a four-lane 442-meter running track.

"The Kearns Athlete Training and Event Center expansion will provide world-class off-ice training facilities for US Speedskating athletes that will be the perfect complement to the outstanding on-ice facilities at the Utah Olympic Oval," said Ted Morris, executive director of US Speedskating. "We're grateful to the many partners who have worked together to create the best speedskating training facility in the world, right here in Kearns, Utah."

"Kearns has become synonymous with sports training and competition, excitement and community gatherings for athletes of all abilities," said Salt Lake County Mayor Ben McAdams. "Salt Lake County is happy to help build on that reputation and to support more opportunities for sports enthusiasts."

The public will be able to follow the progression of construction on the project through webpages to be established by the Utah Olympic Oval and KOPFC. The sites will include monthly image updates, information on any construction impacts, and renderings of the completed project.

The project architect is GSBS Architects. The general contractor is Okland Construction.

Details about the center are at utaholympiclegacy.org/katec.

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CAI

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Thirty-two percent of respondents think business conditions will be better in six months, which represents a slight dip from March's expectations (34 percent).

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

- Thirty-eight percent of consumers believe the U.S. economy will improve during the next 12 months, compared to 50 percent in March.

- Seventy-two percent of Utahns think interest rates will go up in the next 12 months, up from 69 percent in March.

- Sixty-two percent of residents believe the price of consumer goods in general will go up over the next 12 months, compared to 59 percent in March.

- Twenty percent of Utahns think the federal government is doing a good job taking steps to improve the overall economy, down 6 points from March.

- Forty percent of survey respondents think the state government is doing a good job, down from 44 percent in March.

"Consumer attitudes in Utah have sustained high levels for over a year, so it is understandable that we occasionally experience a slight dip rather than a continuous upward path," said Randy Shumway, chairman and partner of Cicero Group, a market research firm based in Salt Lake City.

TYSON

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it — expect it. Second, request more options, even when one idea seems ideal. Third, hold your own ideas until later in any discussion. When you do share your perspective, present your ideas in the form of a question such as, "Have you thought about ... ?" or "What might happen if we did ... ?" Strive to build on the suggestions of others, thereby strength-

ening their resolve to have a voice in future discussions.

All of us are, indeed, smarter than any of us. Don't fail to empower every person on your team to speak up.

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

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