www.slenterprise.com July 3, 2017 Volume 46, Number 48 \$1.50

## OF NOTE



#### **Back in the black**

The world's largest coal producing countries have rebounded from a 2016 global decline in production, with the United States leading the way with a dramatic 19 percent increase in tonnage mined in just the first five months of 2017, according to the U.S. Department of Energy. Worldwide production is up 6 percent.

Industry News Briefs
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Business Tech
page 8



Jon Huntsman Sr. announces the opening of the Primary Children's and Families' Cancer Research Center, a 225,000-square-foot addition to the Huntsman Cancer Institute in Salt Lake City. At his side is 11-year-old Andrew Van Wagoner, who made his fourth donation — this time, \$119 — to the center. Photo by Charlie Ehlert, University of Utah Health

# New HCI wing will focus research on childhood and family cancers

On the same day recently that he turned 80 years old, Jon Huntsman Sr., founder of the Huntsman Cancer Institute (HCI) in Salt Lake City, announced the opening of the institute's new Primary Children's and Families' Cancer Research Center that will house researchers focusing on cancer that affects children and runs in families. The unveiling ceremony included a performance by the Mormon Tabernacle Choir and an address by Gov. Gary Herbert, who declared June 19-24 "Cure Cancer Week" in Utah.

The building addition doubles HCI's research capacity, which, said Huntsman,

will help move toward eradicating the disease. Research enhancements include a biotechnology center, complete with the latest advanced genetic sequencing and imaging equipment. Scientists and researchers at the center will leverage the additional space and technology to study the leading disease killer of children, to trace familial cancers, to accelerate the development of new treatments and cancer prevention strategies, and to enhance training programs for the next generation of cancer

see HUNTSMAN pg. 14

# Global trade is economy booster for Utah, say 'Solutions' speakers

**Brice Wallace** 

The Enterprise

Acknowledging that global trade has hurt some workers in Utah, Salt Lake County Mayor Ben McAdams recently said that it ultimately can boost economic opportunity for all.

Speaking at the Metro Solutions event, McAdams and others pushed for a regional approach that gets more companies and more industries involved in exporting and more foreign direct investment coming into the area.

"We know that the shift to a global economy has not come without some pain,

particularly for those employees in manufacturing and other sectors right here in the United States but also right here in the Salt Lake Valley," McAdams said. "It's come with some pain for those employees, for jobs in those sectors have shifted overseas. Despite the overall economic recovery since the Great Recession, that shift has led to uneven results for too many individuals and too many families.

"Increased global engagement is not a panacea," he said, adding that by focusing on regional assets and strengths and by supporting the private sector in strengthening its assets to the global marketplace and tal-

see METRO pg. 5

# CAI hike signals optimism among Utah consumers

Consumer confidence in Utah took a significant jump in June. The 3.3-point hike in the past month accounts for most of the 3.7 points that the Zions Bank Utah Consumer Attitude Index (CAI) has risen in the past year. The index sits at 115.2, up from 111.9 in May and 111.5 a year ago.

Consumer confidence in the state has registered above 110 since June last year, indicating that economic prosperity remains consistently high. By comparison, the national Consumer Confidence Index increased 1.3 points to 118.9 in June and is 7.4 points higher than it was at this same time last year.

"Consumers have maintained high levels of confidence in the statewide economy thanks to generally positive perspectives on economic and business activity in the state," said Scott Anderson, president and CEO of Zions Bank. "All indicators continue to point to an economy that will maintain its expansion through the summer season, which will benefit local Utah businesses and consumers alike."

The CAI's jump resulted from steady, confident expectations for the economy, both for the current period and over the next six months:

- Fewer people think general business conditions are bad down to 4 percent in June from 6 percent in May.
- More people believe that the prices for consumer goods in general will increase in the next 12 months 65 percent, up from 63 percent in May.
  - Confidence in the labor market re-

see CAI pg. 14

#### **Publisher's Note:**

This issue of *The Enterprise* has been designed to cover both the regular publishing dates of July 3 and July 10. Following today's edition, the next scheduled paper will be published on July 17, after which regular weekly Monday publications will resume. Features that would have normally run on July 10 will run either in today's issue or on July 17.

The Enterprise business office be closed July 4 and 5, but otherwise will maintain normal hours during this period.

The staff and management of *The Enterprise* wish all of our readers a safe and happy Independence Day holiday.



# Sorenson launches new firm for software & securities investment

Salt Lake City-based Sorenson Capital has announced the formation of Sorenson Ventures, a new investment group focused on early-stage enterprise software and security investments. With the establishment of Sorenson Ventures, Ken Elefant joins the company as managing director. He will be spearheading investment efforts for Sorenson Ventures along with Rob Rueckert, Sorenson Capital managing director.

Elefant joins Sorenson Ventures from Intel Capital, where he previously served as managing director of the software and security group and vice president of Intel Corp. Elefant has led investments in numerous technologies, including Carbon Black, Forescout and Prolexic, which was acquired by Akamai. Prior to joining Intel Capital, he was a founding general partner at Opus Capital.

"Sorenson Ventures is the right fit for me," said Elefant. "I wanted to take my entrepreneurial passion somewhere that was aligned with my values and strategy. The culture and vision of Sorenson Capital is an indication of the way it treats entrepreneurs — putting them first. It's rewarding to work as a trusted partner, adding real value beyond monetary investment by providing assistance from our

collective backgrounds and connections. Rob and I have always shared the same vision for technology and entrepreneurs, so the choice to join was easy. We believe we will be closing our first investment soon, which we have already identified in the security space."

"Throughout our history, Sorenson Capital has had early access to many of the best companies in the West, given the strong networks of our team. However, we haven't been able to service them until a later stage, because of the size and structure of our private equity fund," said Rueckert. "Sorenson Ventures was created specifically to bridge that gap and focus on these early-stage opportunities. Ken is an investor I trust and respect and I am excited to have him as our partner. With our decades of Bay Area venture investing experience, along with the deep expertise and networks of Sorenson Capital, we offer a unique and authentic investment partnership to entrepreneurs."

Sorenson Capital is a private equity firm that makes middle-market buyout and growth equity investments. It has more than \$1 billion in capital under management and typically makes investments of \$10 million to \$40 million in companies with unique strategic positions.



One of Park City Transit's new all-electric Proterra Catalyst FC+ buses sits in the garage awaiting its debut with the area's "Electric Xpress" free public transit system. The buses will provide transportation to residents and tourists throughout the Park City resort area, including Park City Resort, Canyons Village, Silver Springs, Silver Lake Village, Empire Pass and Park Meadows.

# Park City debuts all-electric bus fleet

Park City Transit recently deployed six all-electric Proterra Catalyst FC+ buses, which will be used to serve transit riders in the ski resort communities in Park City and Summit County. The electric bus deployment is part of Park City's overall renewable energy and carbon-footprint-reduction plan, that is currently aimed at the area achieving a net-zero carbon footprint for its municipal operations by the year 2022 and a Summit County area-wide net-zero car-

bon footprint by the year 2032, the city said in a release.

The electric bus deployment means that the Park City region is now the first mountain resort community in the country to be home to an all-electric bus fleet.

Nicknamed the "Electric Xpress," the free transit service will provide transportation to residents and tourists throughout several neighborhoods, including Park City Resort, Canyons Village, Silver Springs, Silver Lake Village, Empire Pass and Park Meadows.

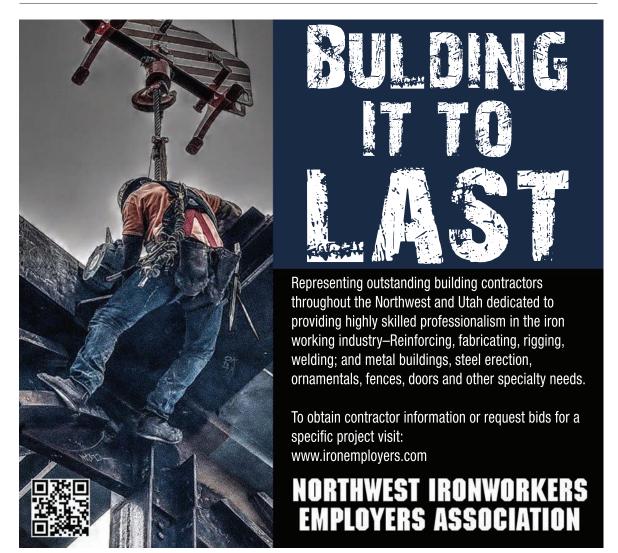
"Park City and Summit County have set some of the most ambitious carbon reduction and renewable energy targets in the country," said Destry Pollard, Park City Transit operations team leader. "Not only will our new battery-electric Proterra buses help us achieve these targets, they will provide our thousands of annual riders with a sustainable, state-of-the-art transit experience. Protecting the environmental well-being of our mountain community is paramount, and Proterra will play an instrumental role in our ongoing conservation efforts."

"We are proud to be leaders in the implementation of Utah's first fully-electric mass transit fleet," said Park City Mayor Jack Thomas. "The Electric Xpress service supports our ambitious climate goals, and marks the first phase of the city and county's Transportation Demand Management Program, which will provide enhanced transit service and reduce traffic congestion throughout the greater Park City community."

"The introduction of the Electric Xpress transit service is a milestone in Summit County's commitment to environmentally responsible transportation," County Council Chairman Chris Robinson said. "This initiative immediately improves transit services in the greater Park City area and will serve as a model as we work to expand public transit throughout Summit County."

The Park City deployment represents the first implementation of Proterra"s battery-lease financing model. To address some of the cost barriers that have previously deterred transit agencies from transitioning to batteryelectric vehicles, the financing enables agencies to purchase electric buses at approximately the same price or less than fossil fuel-based alternatives. Park City Transit received financing for the six Proterra buses through a Low-No Emissions Grant from the U.S. Department of Transportation and the Federal Transit Administration.

"While Proterra buses are operating in innovative cities throughout the country, it's especially exciting to see our battery-electric transit technology improving the air quality and overall rider experience in an iconic mountain community like Park City," said Ryan Popple, CEO of Burlingame, California-based Proterra. "We look forward to continuing our collaboration with Park City and Summit County in the coming months and encourage other resort communities to follow its lead by implementing battery-electric, zeroemission transit systems."



# Utah funds more than \$2 million in grants for workforce development

Twelve new Utah partnerships have been awarded a total of \$2,125,000 in grants to better meet the state's skilled workforce needs. Talent Ready Utah grants, formerly known as Utah Cluster Acceleration Partnership grants, are designed to strengthen collaboration between industry, education and economic development leaders to create talent pipelines for high-demand, high-wage oc-

"Building Utah's workforce is essential for our economy and for the success of our families,"

said Gov. Gary R. Herbert. "We need to prepare a critical mass of skilled workers in select economic clusters where there is demand. That can only happen if we have talent ready for those jobs."

Talent Ready Utah supports the governor's strategy for a qualified workforce in creating a more responsive post-secondary education system. Key initiatives will focus on increasing the number of employers who invest in high-

quality, work-based learning partnerships with education and by developing the pipeline of talent. Talent Ready Utah grants support the creation of these partnerships between industry and education.

Talent Ready Utah grants are administered through the Department of Workforce Services with state funds.

Grants in this round of funding went to the Millard School District, \$154,024; Women Tech

Council, \$232,822; University of Utah, \$193,100; Pinnacle Canyon Academy, \$200,000; Snow College, \$199,971; Weber State University, \$274,000; Utah Valley University, \$202,800; Granite School District, \$200,000; Duchesne School District, \$148,863; Mountainland Applied Technology College, \$142,600; Utah State University-Moab, \$126,820; and Utah State University-Eastern in Price, \$50,000.

# WTC Utah to host Asia trade mission, seeking participants

World Trade Center Utah, into Asia should attend." along with the Governor's Office of Economic Development, the Small Business Administration, the U.S. Commercial Service and Zions Bank, will be hosting a trade mission to Singapore and Vietnam late this summer. WTC Utah is accepting registrants from business and government leaders wishing to be a part of the governor-led excursion.

The mission will depart Aug. 25 and return Sept. 3. Interested parties can find details found at www.wtcutah.com. Registration forms must be submitted by July 11, at which time a non-refundable \$500 deposit is also due.

"Trade missions put Utah companies in front of potential partners and customers, which establishes trust and leads to increased opportunities," said Derek B. Miller, president and CEO of WTC Utah. "Having the governor lead the Singapore and Vietnam trade mission will open doors to companies traveling to support their international efforts. Any company considering expanding

WTC Utah said in a release that during the trade mission, attendees will participate in the fol-

- Market-specific briefings by in-country experts and the U.S. Commercial Service.
- Pre-arranged and customized business-to-business meetings through the U.S. Commercial Service's Gold Key Matchmaking Service
  - · Site visits.
- VIP networking receptions for business leaders and elected

Vietnam and Singapore are prime markets for companies looking to export their products to Asia, WTC Utah said. Vietnam is expected to have the secondstrongest average GDP growth between now and 2050, exceeding 5 percent a year, on average. Both countries have a growing middle class and are recognized for their ease of doing business. Household spending in Singapore is projected to increase 11 percent by 2018.

# Women's Tech Council launches intern program

The Women Tech Council (WTC) has launched a technology internship program to provide high school girls the opportunity to interact with technology companies, meet and interact with women in technology and understand the impact they can have by pursuing STEM (science, technology, engineering and math) ca-

Participants will tour tech companies across Silicon Slopes to learn about working in tech, the types of jobs that exist in the technology industry and the employability skills they need for a successful career in STEM. During their internship, the girls will present at the state educator's CTE Conference to demonstrate and teach state educators about activities to engage students in

"The goal of every internship is to provide girls a vision of what it's like to work in technology and start them on the path to gain skills, pursue an education and ultimately succeed in their career," said Cydni Tetro, WTC president and founder. "Through partnering with industry to bring them real experiences in tech, we are creating actionable pathways for girls to be a successful part of the technology economy."

The internship program is an extension of WTC's SheTech, a program designed to activate, engage and inspire high school girls to pursue STEM fields and careers through hands-on experience and mentoring with industry experts. As the newest addition to SheTech, the internship program continues SheTech by providing another touch point to keep girls engaged with tech companies before they finish high school, increasing the likelihood they will choose to pursue a STEM degree. In the past year, more than 2,000 high school girls have participated in SheTech. Research shows 90 percent of these girls are more

likely to pursue STEM fields.

Founded in 2007, The Women Tech Council (WTC) is a trade organization focused on the economic impact of women in driving high growth for Utah's technology sector. WTC offers mentoring, visibility, opportunities and networking to more than 10,000 women and men working in technology to create business environments focused on high performance.



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## NorthMarq buys Western Capital Realty Advisors

Minneapolis-based North-Marq Capital has acquired Western Capital Realty Advisors, a commercial mortgage banking firm in Salt Lake City, making it NorthMarq's 37th office. Western Realty Capital's founder, John Bradshaw, will become a managing director for NorthMarq. The acquisition includes a \$400 million loan servicing portfolio.

"We believe Western's culture and commitment to clients will be a perfect fit with North-Marq Capital's platform and people," said Ed Padilla, CEO of NorthMarq. "This acquisition is very similar to others our firm has made in the last 20 years, and our remarkable growth has been due in part to how well each acquisi-

tion has fit into our company. We welcome the Western team and look forward to helping them leverage our large network of lender relationships for their current and future clients."

"I scoured the country for the right fit. I am excited to say that NorthMarq was perfect for us," said Bradshaw. "This gives the Salt Lake City team more muscle from new lending relationships with Fannie Mae, Freddie Mac, HUD and other commercial real estate lenders. I am happy to bring my highly experienced team of industry veterans and our clients into this larger organization." Bradshaw, who has been in mortgage banking for more than 30

years, started Western in 1996.

In addition to Bradshaw, principals Nate Barnson, Larry Pinnock and Dale Christiansen will join NorthMarq with key employees Tara Jewkes and Tom Bradshaw. The firm's principals have completed more than \$4 billion in commercial real estate debt and equity transactions and have deep relationships with many Utahbased developers. The office began operating as NorthMarq Capital last month.

NorthMarq Capital provides debt, equity and commercial loan servicing through its 37 offices in the United States, resulting in nearly \$13 billion in annual production volume and a loan portfolio of more than \$50 billion.

# Tech hiring on the rise Salt Lake City-area technology hiring is on the rise for the

Salt Lake City-area technology hiring is on the rise for the second half of 2017, according to the Robert Half Technology IT Hiring Forecast and Local Trend Report. Twenty-two percent of Utah's chief information officers (CIOs) say they plan to add full-time technology professionals to their teams. In addition to hiring plans, the report also highlights technology skills in demand, CIOs' top concerns and factors contributing to local hiring growth.

"Our city continues to attract new companies from a wide variety of industries," said Justin Rohatinsky, branch manager for Robert Half Technology in Salt Lake City. "With more growth comes increased demand for talent. The consistent theme is the need for skilled technology professionals. Database managers, .NET professionals and wireless network managers are the most highly sought-after right now. Additionally, analytics and business intelligence are playing big roles for many companies, so we're seeing steady demand for these professionals as well."

According to the report, the 22 percent of Salt Lake City CIOs who plan to hire during the next six months represent a three point increase from the previous report in December. An additional 64 percent expect to maintain staff levels by filling vacant roles. An active hiring environment is contributing to a competitive market for IT talent: 56 percent of Salt Lake City hiring leaders say that it's somewhat or very challenging to find skilled IT professionals in today's market.

When asked what factors are most contributing to local hiring, more than a third (35 percent) of respondents said that more businesses are moving to the area and creating jobs in technology. Other factors impacting tech hiring in Salt Lake City include:

- Increased digital marketing initiatives (34 percent).
- Increased big data initiatives (14 percent).
- Increased mobile initiatives (14 percent).

According to respondents, the skills in greatest demand within their organizations include:

- Network administration (57 percent).
- Wireless network management (56 percent).
- Telecommunications support (54 percent).
- Database management (53 percent).
- Desktop support (52 percent).

When asked to name their top priority for the next six months, 27 percent of Salt Lake City hiring leaders said they will be focused on staff retention. Other priorities will include

- Upgrading existing systems for business efficiency (22 percent).
- Maintaining security of IT systems and safeguarding company information (19 percent).
  - Innovation and helping to grow their businesses (18 percent).
- Technology innovation and investing in new technologies (14 ercent).

The survey was developed by Robert Half Technology and conducted by an independent research firm. To ensure that companies from all segments were represented in the study, the sample was stratified by number of employees. Robert Half Technology has been tracking IT hiring activity in the United States since 1995.

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World Trade Center Utah President Derek B. Miller (center), Salt Lake County Mayor Ben McAdams (far right) and JPMorgan Chase Utah Market President Rob Carpenter present Utah Export Acceleration Grants to Utah companies at Salt Lake County's Metro Solutions event held recently in Salt Lake City.

#### **METRO**

from page 1

ent, the region has a path forward to "growing household incomes here in the Salt Lake metro area and for increased economic opportunity for everyone."

A regional approach, he said, allows the county to help all 18 cities and five townships as a unified metro area.

"A regional approach to economic development does not pit one city against another, does not pit one business against another, but rather unites individual strengths into a strong economic framework," McAdams said, adding that the necessary elements include infrastructure, workforce development, business retention and expansion and global engagement.

"Only by taking a regional approach do we believe that we can ensure our businesses stay globally competitive, that our workforce has an opportunity for good-paying jobs now and in the future, and that our families participate in a broad-based prosperity and maintain a strong standard of living here in the Salt Lake Valley."

Derek Miller, president and chief executive officer of World Trade Center Utah, noted that Utah has the sixth-fastest export economy among states and was the only state to double exports during the past decade. More than 3,500 Utah companies are involved in international trade, with 85 percent being small businesses. Twenty-two percent of Utah jobs are supported by international business.

McAdams said the county must focus on its economic strengths and address its weakness as it tries to boost international trade. For one, the county's

export portfolio lacks diversity - primary metal manufacturing accounts for over half of its exports, making exporting highly reliant on that sector and Kennecott in particular.

"We should look to diversify our export portfolio, continuing to promote the exports we have right now, including our primary metal manufacturing, but also increasing exports from other industries is critical to sustaining and growing our region's trade economy and our jobs," he said.

The county also hopes to expand the number of small and medium-sized companies that export.

"It's not easy, when you're a small, fast-growing business or a medium-sized business, to think about reaching out to the global marketplace. ... Some of you have done it and done so successfully, but it hasn't been without some missteps along the way or some losses along the way, and we want to help these small and medium-sized businesses more quickly access the global marketplace," the mayor said.

With a foundation developed over the past few years, "Salt Lake County is ready to move forward with regional economic development that will lift us all," he said. "The next five to 10 years brings exciting opportunities for us and an even higher quality of life for our businesses and our residents."

To help with the effort, World Trade Center Utah awarded more than \$70,000 in Utah Export Acceleration Grants at the event. Miller said the grants will provide a boost to small and medium-sized businesses "to remove obstacles to growth by expanding markets, finding new customers overseas and making more at home that we can sell abroad." The grants are the first of three rounds of funding, made

possible by a \$200,000 contribution from JPMorgan Chase & Co. World Trade Center Utah and Salt Lake County previously worked with JP Morgan Chase & Co. and the Brookings Institution on the Global Cities Initiative (GCI), designed to increase exports in the Salt Lake metro area, with the grant program being part of that initiative.

Grant recipients are Ardusat Inc., ByAnnie.com LLC, Knee MD, KW Excavation Inc., M-Vac Systems, Owlet Baby Care Inc., Quantum IR Technologies LLC, SEntrx Animal Care Inc., Spectra Symbol, The Blueberry Hill LLC, Tycon Systems Inc., Vitalpax Inc. and Design Criteria.

## Ogden extends Trackline timeline

its capacity as the Redevelopment Agency Board, has adopted a resolution extending the length of the Trackline Economic Development Project Area an additional 12 years to 2045. Since the project area was created in 2013, the Redevelopment Agency and Ogden City have worked jointly with a private developer to construct the Ogden Business Exchange, a 51-acre master-planned business park located within the larger Trackline Project Area.

The extension from the original 20-year period to a 32-year period will allow the project to generate an additional \$5.3 million in tax increment for use in

The Ogden City Council, in future development for a total of more than \$18 million, the city said in a press statement.

The adopted proposal also allows the Redevelopment Agency to collect 100 percent of the tax increment, which was previously capped at \$10,253,475 for the project. This change amounts to an additional \$8 million for the agency, the city said. The taxing entity reviewed and unanimously approved the proposal in March.

The work completed on the business park project includes construction of a new road; reconstruction of an existing road; and installation of new utilities, including electrical lines and a 24-inch water main that will serve the entire West Ogden area.

## Smith's starts home delivery

Smith's Food & Drug Stores has launched grocery delivery to customers' homes using Pigeon-Ship, a Utah-based delivery service provider.

Utilizing Smith's online grocery ordering service, ClickList, which offers more than 40,000 items from desktop or mobile devices, customers may now also choose home delivery by Pigeon-Ship as an option to curbside store pick-up in two test market areas. The grocery delivery began on June 15 from Smith's Marketplace in Saratoga Springs and on June 29 from Smith's Marketplace in Springville.

"Smith's ClickList store pickup has been a huge hit with our customers for its convenience and

now the home delivery service brings that convenience factor to a whole new level," said Marsha Gilford, Smith's southwest regional director for corporate affairs.

Customers may choose the home delivery option with a fourhour window. Home delivery is \$11.95 for each trip, with no minimum or maximum order required. The customers can track their groceries en route through an app or email link and will know the precise time the order will arrive. The driver will then carry the groceries to the door.

PigeonShip was founded in Utah, but operates in other states using "already going there" drivers wanting to make some extra income.





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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.

#### **BANKING**

• Mountain America Credit Union, West Jordan, has opened a branch at 9640 S. State St., Sandy. The new branch is managed by Lyndzi Elsmore. She has been



Lyndzi Elsmore

with Mountain America for more than 15 years, with leadership experience in both managing consultand ing in Mountain America

branches. The Sandy branch will offer a range of financial products and services, including traditional savings, insurance, investments, auto and RV loans and mortgage loans and services. Mountain America has 87 branches in five states.

#### CONTESTS

• Nominations are being sought for the 2017 International Person of the Year and the 2017 International Company of the Year, with recipients to be honored Oct. 17 at the Utah Global Forum, at the Grand America Hotel in Salt Lake City. Nomination forms can be found at https:// utahglobalforum.com. People can nominate one individual "who has distinguished himself or herself in international business within the state of Utah" for the individual award. Up to three companies may be nominated, as long as the nominating person is not employed by or affiliated with any of the companies. Criteria for consideration should include the percentage of revenues derived globally, the number of countries the company exports to and/or imports from, operations established in foreign countries, significant number or size of international transactions, and/or support given to the international business

NEED EQUIPMENT?

community in Utah. Questions about the nomination process can be sent to david@ustranslation.

• Grow Utah is hosting the 2017 Outdoor Rec "Concept to Company" Contest for new and innovative outdoor recreation products or services. The application window for the \$15,000 contest opened July 1 and ends Aug. 31. Finalists will be selected and a final pitch event will take place in September. Details about the contest are at http://www.growutah. com/c2c/or17.

#### **EXPANSIONS**

• Simplus, Sandy, has opened an office in Manila, Philippines. The consulting and "quote-tocash implementations" company



**Brad Warnock** 

allow customers to have access to Simplus service experts at any time. Brad Warnock, director of operations

said the office

and enablement at Simplus since 2014, will lead the new office.

- Newfi Lending, a residential mortgage lender and portfolio company of Warburg Pincus. has expanded Newfi Wholesale into Utah. Newfi Wholesale is the third-party origination division of Newfi Lending. Newfi Wholesale has hired Shayne Nielson as regional account manager to drive the expansion into Utah. Nielson has spent many years in both wholesale and retail mortgage lending at Headlands Mortgage and GreenPoint Mortgage, working in Utah and Florida. Newfi Wholesale now has services in nine states.
- Protecs, a Pennsylvaniabased construction management, design/build and real estate development company, has expanded into the Intermountain region with a Salt Lake City office. To be located in the University of Utah's Technology Park, the new office will be the hub of the company's

ALL EQUIPMENT IS

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PROMPT DELIVERY

West Coast operations. Protecs has been working throughout the region for 12 years. Donavon Minnis will direct the Salt Lake City office and Utah operations. Minnis has more than 20 years of experience in construction management and oversight of design/ build projects, specifically in Salt Lake City and surrounding areas. Prior to joining Protecs, he led multiple project teams, collectively managing a project portfolio over 10 years throughout the Intermountain Region. He graduated from Weber State University with a bachelor of science degree in CM engineering.

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#### **GOVERNMENT**

• The Governor's Office of Economic Development (GOED) board recently approved two changes in leadership. Jerry Oldroyd, senior counsel at Ballard Spahr, will serve as board chair. Mel Lavitt, a senior advisor at Needham & Co., will serve as chairman of the board's Incentives Subcommittee. The

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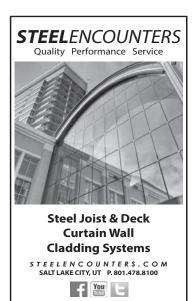


Jerry Oldroyd



board to enter incentive agreement. The GOED executive director Mel Lavitt oversees and has final approval on all board

• Salt Lake City Mayor Jackie Biskupski has appointed Russell **Pack** as interim executive director of Salt Lake City International Airport. He succeeds Maureen Riley, airport executive director since 2007, who announced her retirement in April. Russell was the airport's properties and property manager from 1983-96. He then became the airport's director of administration and commercial services until 2007. He also served as interim director prior to Riley's appointment in February 2007. Pack served on the Airport Advisory Board from 2007-14. He holds a master's of public administration and a bachelor's degree in English from the University of



#### INTERNATIONAL

 World Trade Center Utah and the Governor's Office of Economic Development are inviting people to join a trade mission to Singapore and Vietnam. The mission will be led by Gov. Gary Herbert and will take place Aug. 25-Sept. 3. Delegates will have the opportunity to find new business opportunities in those countries. The registration deadline is July 11. Registration can be completed at wtcutah.com/singaporevietnam-2017. Qualifying companies may receive funding for trade mission-related expenses through the State Trade and Expansion Program (STEP) matching grants.

#### <u>LAW</u>

• Kimball Dean Parker has been selected to lead LawX, a legal design laboratory at the Brigham Young University J. Reuben Clark Law School. LawX will create products and other solu-



Kimball Dean Parker

tions addressing issues related to access of legal services. Each term, LawX will solve one legal issue that makes the law inaccessible in Utah. The first project - slat-

ed for this fall - will focus on helping self-represented defendants answer a lawsuit. Parker is an associate attorney in Parsons Behle & Latimer's Salt Lake City office. A member of the firm's litigation department, Parker concentrates his practice on litigation and intellectual property.

#### **REAL ESTATE**

• Property Management Inc. (PMI), Lehi, announced that it added 49 franchises to its network in the first two quarters of 2017. The expansion includes offices in the San Francisco and New Orleans markets, as well as entry into Costa Rica and Malta. The company now has more than 200 franchises worldwide.

#### **RECOGNITIONS**

• Busch Technology Solutions LLC, Salt Lake City, and

see BRIEFS next page



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# **Industry Briefs**

#### from previous page

Charmed Collections, West Jordan, have been selected as winners of the 2017 American Small Business Championship, hosted by SCORE, a network of volunteer business mentors. The award was presented to 102 entrepreneurs for their dedication to the success of their small businesses. Each will receive a \$1,000 Sam's Club gift card, an all-expense-paid trip to a training and networking event, SCORE mentoring and publicity throughout the year.

• Four Utah chief executive officers have earned a Glassdoor Employees' Choice Award for small and medium companies (fewer than 10,000 employees). The list recognizes leaders that employees love working for. No. 2 in the rankings is Taylor Olson, Slingshot (Utah). Eric Rea of Podium is ranked No. 7. Coming in at No. 9 is **Dan Burton**, Health Catalyst. No. 19 is **Jeff Sermon**, Utah Community Credit Union. CEOs at 445,000 small and medium-sized companies were surveyed by Glassdoor. Winners were determined on anonymous employee feedback shared on Glassdoor.com over the past

• ClearOne, Salt Lake City, has been awarded an AV Technology magazine "Best of Show Award" for its View Pro 4K IP-based, multimedia streaming products showcased at the recent InfoComm conference in Orlando, Florida. Award winners were selected on the show floor from thousands of products showcased by more than 950 exhibitors, and represent outstanding achievements in product development.



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#### **RESTAURANTS**

 CoreLife Eatery has opened its first Utah location at 197 NW. State St., American Fork. The restaurant offers green, grains and broth-based dishes.



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#### RETAIL

• Smith's has opened a Smith's Marketplace store at 400 S. 1750 W., Springville. It is the third marketplace store to open in Utah County and will have 256 employees. Dal Haderlie, a 33-year veteran of Smith's who previously managed the Orem store for more than 20 years, will serve as store director. The 123,500-squarefoot, multi-department store features the area's first Starbucks; an assortment of natural, organic and specialty bulk food and locally grown produce; a two-lane drivethrough pharmacy; and household and clothing items. Smith's operates 141 stores in seven states, including 54 stores in Utah.

#### **SCHOLARSHIPS**

• Western Governors University, Salt Lake City, is offering two full-tuition scholarships and 20 scholarships of \$2,000 for members of the Society for **Human Resource Management** (SHRM). Both full-tuition SHRM scholarships are valued at up to \$3,250 per six-month term for up to six terms for a bachelor's degree and up to four terms for a master's degree. Each partial tuition SHRM scholarship is valued at \$500 per six-month term for up to four terms. New and enrolling students can apply for the scholarships through March 31, 2018.

#### **SERVICES**

• Foresight Wealth Management, Draper, has hired Paul **Hutchinson** as a partner. He will lead the firm's growth strategy to aid advancement into new wealth management spaces. Hutchinson



Paul Hutchinson

has 16 years of experience in the wealth management industry. He comes to Foresight from Bridge Investment Group, where

he served as director of capital markets. Prior to Bridge Investment Group, Hutchinson founded Midwest Center LLC. Foresight also announced the creation of an advisory board that will be led by newly appointed executive chairman Donaldson Hartman. He has 26 years of experience in mergers and acquisitions, investment banking, commercial banking and private equity fund management. His experience includes being co-founder of Bridge Investment Group's funds management business and family of private equity real estate funds. Hartman serves as vice chairman on the board of directors and special advisor to Bridge Investment Group. Prior to Bridge, Hartman served as the director of the Asia Pacific region's Financial Institutions Group of Citigroup Salomon Smith Barney.

PrincePerelson Associates, a Salt Lake Citybased provider of staffing services, has appointed Chip Luman as chief executive officer over



Chip Luman

Project Solutions and Temporary Staffing divisions. Luman joins the company from HireVue, where he was founder and chief operating

officer. Prior to HireVue, he held various executive roles at Charles Schwab, managed software development in the gaming industry at Acclaim Entertainment, and held various human resources roles at Pepsi and Marathon Oil.



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# **Business Tech**

# Want to increase your office productivity? Put more screens on your desks

More monitors can boost business productivity. At least that's what scientists from the University of Utah have shown with their studies on the subject. A study at the UofU found that productivity among people working on editing tasks was higher with two monitors than with one. Oth-



er research indicates that the addition of a third monitor can also offer further increases in productivity.

The major area where time is saved and productivity boosted is in toggling between screens.

Evonne Roman discussed this a recent article on the subject:

"It takes about 1.5 seconds to move your mouse and click to switch between documents. After double-clicking, the average delay time for the next document to open is 0.5 seconds, totally in about 2 seconds. If you need five numbers from each source document for your report, a second monitor would save you 66 seconds each time you compile your weekly report. Over the course of a year, a second monitor would save you about an hour on this one task.

"While saving 1 hour a year doesn't sound like that much, how much time would a second monitor save you if you used it for all of your tasks? According to the University of Utah, a second monitor can save each employee 2.5 hours each day if they use it for all of their tasks. If you have 30 employees, a second monitor saves you 75 hours a day, 375 hours a week, 1,650 hours a month and 18,825 hours a year. Even if you're paying these employees a minimum wage of \$7.25, which you're most likely not, you're still saving at least \$136,481.25 a year."

Most business owners I know would love to have that kind of money back in their pockets.

It's been shown that going from one to two screens can give us a significant productivity increase. Are there advantages of going from two to three? Is there a point of diminishing returns where our ability to focus and potential distractions are diminished by the deluge of data?

Another recent study from Fujitsu showed that a three-monitor setup can offer even more productivity. The study was called the "Office 21" research project. The researchers began a test with 67 people and did a control group where they completed the same task at a conventional workplace with a 19-inch display.

The researchers calculated a benchmark performance score to test against. They then divided the participants into three groups. Group 1 had 19-inch displays, Group 2 was given 22-inch widescreen displays and Group 3 members were given three displays.

Group 1 increased productivity on the task by 1.9 percent (based on the learning effect), Group 2 increased efficiency by 8.4 percent and Group 3 was 35.5 percent more efficient in completing the task. All the research taken together shows that going from one to two monitors increases efficiency about 20 percent to 25 percent and from two to three monitors can take you up to a 35 percent increase.

There does seem to be a diminishing rate of return after this. David E. Meyer, a psychology professor at the University of Michigan that studies the effect of multitasking on productivity, warned that productivity can suffer when people keep getting interrupted or pulled off completing a task.

He was recently quoted in *The New York Times* on the subject: "There is 'thought-killing' going on," Meyer said. "Rome crashed and burned because it got too big. Go past that scale and you're going to wind up like Rome."

It's also important to remember that some jobs benefit much more from having additional screen real estate than others. Jobs that involve tasks such as data entry, drafting emails with source material, writing, spreadsheets, comparing documents side by side or other business communications can see huge benefits. Other professionals that do fewer administrative tasks of this type may not see the same productivity increases.

With minimal investment, business owners can help their staff get more done in less time. They can help their bottom line by simply giving their employees more digital space to work in.

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



## **Calendar**

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

#### July 6, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Murray Area Chamber of Commerce event. Speaker is Tannen Ellis-Graham, chief executive officer and cofounder of Career Karma 360. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$20 with pre-paid registration, \$30 at the door. Details are at murraychamber.org.

#### July 6, 12:30-4:30 p.m.

"How to Start and Grow a Successful Online Business in 2017." Location is the Davis Conference Center, 762 W. Heritage Park Blvd., Layton. Free. Registration can be completed at Eventbrite.com.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker Craig Burnett, Murray City police chief, will discuss "Crime Prevention in Murray City." Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

#### July 7, 8-10 a.m.

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

#### July 7, 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. Free. Registration can be completed at Eventbrite.com.

#### July 10, noon-2 p.m.

**Weber County International** Business Forum, a World Trade Center Utah (WTC Utah) event in partnership with Ogden City, Weber County and the Ogden-Weber Chamber of Commerce. Keynote speaker is Derek Miller, WTC Utah president and chief executive officer. Event also includes a panel composed of exporting experts, and networking opportunities. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Free, but registration is required. Details are at wtcutah.com.

#### July 12-13

**Energy Democracy Symposium**, a Utah Clean Energy

event. July 12 activities are 9:15 a.m.-4 p.m. at the Salt Lake City Public Library, 210 E. 400 S., Conference Room 4. Salt Lake City, and will focus on conversations between practitioners and academics about emerging energy democracy initiatives, and from 7-8 p.m. at the University of Utah Fort Douglas Officers' Club, 150 S. Fort Douglas Blvd., North Room, Salt Lake City, with keynote speaker Allison Macfarlane discussing "Public Participation in Energy: Nuclear Power as a Case Study." July 13 activities are 8:30 a.m.-6 p.m. at the Fort Douglas Officers' Club and feature a focus on developing a research program in energy democracy. Details are at utahcleanenergy.org.

#### July 12, 11:30 a.m.-1 p.m.

Connect 4 Lunch, a Sandy Area Chamber of Commerce event. Location is the Brick Oven, 10622 S. River Front Parkway, South Jordan. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at sandychamber.com.

#### July 12, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Ogden Pioneer Days Rodeo, Ogden Pioneer Days Stadium, 668 17th St., Ogden. Cost is \$10. Details are at ogdenweberchamber.com.

#### July 12, 5:30-6:30 p.m.

Tax Planning Workshop, a Small Business Development Center (SBDC) event. Presenter is Brandon Allfrey. Location is SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc.org/trainings.

#### July 13, 9 a.m.-noon

2017 UTC Open, a Utah Technology Council event open to UTC top executives. Location is Topgolf, 920 Jordan River Blvd., Midvale. Details are at utahtech. org.

#### July 13, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray
Area Chamber of Commerce
event. Speaker is from the
Utah Department of Workforce
Services. Location is Prohibition,
Fashion Place Mall, 151 E.
6100 S., Murray. Details are at
murraychamber.org.

#### July 13, 5:30-6:30 p.m.

WordPress Workshop, a Small Business Development Center (SBDC) event. Presenter is Velda Christensen. Location is SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc.org/trainings.

#### July 14, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event.

Speaker is from the Creative Reuse Center. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

#### July 14, 7:45-9 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.

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

Women in Business Golf Social, a Sandy Area Chamber of Commerce event. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Details are at sandychamber.com.

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

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

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

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

#### July 19, 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.

#### July 20, 8-10 a.m.

**Utah Compensation Survey Briefing Session**, a Mountain States Employers Council (MSEC) event. Location is MSEC Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Free. Details are at msec.org.

#### July 20, 10 a.m.-noon.

Annual "State of Downtown"
Event, presented by the Downtown Alliance. Event features the presentation of three Downtown Achievement Awards and the release of the annual Economic Benchmark Report compiled in partnership with CBRE. Networking lunch from noon-1:30 p.m. follows. Location

is the Black Box at the Eccles Theater, 131 S. Main St., Salt Lake City. Cost is \$50. Details are at http://downtownslc.org/tickets.

#### July 20, 11:30 a.m.-1 p.m. Networking with Friends,

a Murray Area Chamber of Commerce event. Speaker Daryl Shaun Price will discuss "The Hat Rack Syndrome." Location is Prohibition, Fashion Place Mall, 151 E. 6100 S., Murray. Cost is \$15 for members, \$20 for nonmembers. Details are at murraychamber.org.

#### July 20, 11:30 a.m.-1 p.m.

"Multiplying Lasting Profitable Relationships," a West Jordan Chamber of Commerce event. Location is West Jordan City Hall, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$15 for nonmembers. Details are at westjordanchamber.com.

#### July 21, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Sim Gill, Salt Lake County district attorney. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

#### July 26, 9-10 a.m.

International Marketing Seminar, a World Trade Center Utah event featuring a panel discussion about the importance of market research and target market selection, cultural sensitivities and differences in marketing internationally. Location is Zions Bank Founders Room, 1 S. Main St., No. 1800, Salt Lake City. Free. Details are at wtcutah.com.

#### July 27, 11:30 a.m.-1 p.m.

Business Matters Lunch, hosted by the South Salt Lake Chamber. Location is Jordan Valley Water Conservancy District, 8215 S. 1300 W., West Jordan.

#### July 27, 6-7 p.m.

Legal Clinic, a Small Business Development Center (SBDC) event. Presenter is Matthew Todd. Location is SBDC, 815 W. 1250 S., Orem. Details are at https:// utahsbdc.org/trainings.

#### July 27, 6-7 p.m.

Accounting Clinic, a Small Business Development Center (SBDC) event. Presenter is Mike Collett. Location is SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc.org/trainings.

#### July 28, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

#### July 31, 8 a.m.-1 p.m.

Small Business Nine-Hole Golf Tournament 2017, a Salt Lake Chamber event. Activities include golf, prize drawings and an awards luncheon. Location is Stonebridge Golf Course, 4415 Links Drive, West Valley City. Cost is \$70 (includes golf with cart, continental breakfast and brunch), \$30 for brunch only. Sponsorships are available. Details are at slchamber.com.

#### Aug. 1, 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 davischamber of commerce.com.

#### Aug. 2, 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.

#### Aug. 3, 11:30 a.m.-1 p.m.

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

#### Aug. 3, 6-7:30 p.m.

"Start Smart," a Small Business Development Center (SBDC) event. Presenter is Eddy Yujra. Location is SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc.org/trainings.

#### Aug. 4, 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. Free. Registration can be completed at Eventbrite.com.

#### Aug. 4, 8-10 a.m.

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

#### see CALENDAR page 10

#### CALENDAR

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#### Aug. 4, 8:30-11:30 a.m.

"Grow Your Business, Phase 1," a Small Business Development Center (SBDC) event. Presenter is Shaun Wilson. Location is SBDC, 815 W. 1250 S., Orem. Details are at https:// utahsbdc.org/trainings.

#### Aug. 4, 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.

#### Aug. 5, 5:30 p.m.

**Member-Only** Annual Summer Social and Garden Party, a Holladay Chamber of Commerce event. Location to be announced. Free for chamber members and one guest, \$35 for nonmembers. Details are at holladaychamberofcommerce.org.

#### Aug. 9, 11:30 a.m.-1 p.m.

Connect 4 Luncheon, a Sandy Area Chamber of Commerce event. Location is Scheels, 11282 S. State St., Sandy. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at sandychamber.com.

#### Aug. 10, 5:30-8 p.m.

Women's Business Center Summer Social, with the theme "Celebrating 20 Years of Entrepreneurship." Location is The Falls Event Center, 580 S. 600 E., Salt Lake City. Cost is \$70 before July 10, \$84 July 10-Aug. 9, and \$100 the day of the event. Details are at slchamber.com.

#### Aug. 11, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Erika Workman, "The Possibility Queen." Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

Aug. 11, 7:45-9 a.m.

Women **Business** in Networking, an Ogden-Weber Chamber of Commerce event. Location is the Ogden-Weber Chamber of Commerce, 2380 Washington Blvd., Suite 290, Ogden. Free for WIB members. Details are at ogdenweberchamber.

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

"Grow Your Business, Phase 2," a Small Business Development Center (SBDC) event. Presenter is Shaun Wilson. Location is SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc.org/trainings.

#### Aug. 15-17

WE COME TO YOU

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.

Aug. 15, 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.

#### Aug. 16

Ogden-Weber Chamber of Commerce Golf Classic. Location is Mount Ogden Golf 1787 Constitution Course, Way, Ogden. Sponsorships are available. Details are at ogdenweberchamber.com.

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

UTC TechLunch, a Utah Technology Council event. Location is Dealertrack, 10757 S. River Front Parkway, No. 400, South Jordan. Free. Details are at utahtech.org. Registration can be completed at Eventbrite.com.

#### Aug. 16, 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.

#### Aug. 17, 8 a.m.-1 p.m.

Small **Business** Golf Tournament 2017, a Utah Valley Chamber event. Activities include golf followed by lunch and prizes. Location is Sleepy Ridge Golf Course, 730 S. Sleepy Ridge, Orem. Cost is \$80 (\$300) for a foursome). Sponsorships are available. Details are at thechamber.org.

#### Aug. 17, 11:30 a.m.-1 p.m.

"Multiplying Lasting Profitable Relationships," a West Jordan Chamber of Commerce event. Location is West Jordan City Hall, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$15 for nonmembers. Details are at westjordanchamber.com.

#### Aug. 17, 6-8 p.m.

"Business Essentials," a Small Business Development Center (SBDC) event. Presenter is Camille Pendleton. Location is SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc. org/trainings.

#### Aug. 22, 11:30 a.m.-1 p.m.

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

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

Luncheon, a Sandy Area Chamber of Commerce event. Speakers are Tyson Thacker, CEO, and Ryan Thacker, president, of B.O.S.S. Retirement Solutions. Location is Hilton Garden Inn Salt Lake City/Sandy, 277 W. Sego Lily Drive, Sandy. Details are at sandychamber.com.

#### Aug. 23, 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.

#### Aug. 23, 11:30 a.m.-1 p.m.

UTC Clinic, a Utah Technology Council event. Location is BDO, 178 S. Rio Grande St., No. 200, Salt Lake City. Free. Details are at utahtech.org. Registration can be completed at Eventbrite.com.

#### Aug. 23, 6-8 p.m.

"Starting Your Business 101," a Small Business Development Center (SBDC) event. Presenter is Jim Herrin. Location is SBDC, Corporate Partnership Center, Room 114, 9690 S. 300 W., Sandy. Details are at https://utahsbdc.org/train-

#### Aug. 24, 7:15 a.m.

2017 ACG Utah Golf Tournament, an Association for Corporate Growth (ACG) Utah event. Breakfast and registration are at 7:15 a.m., followed by an 8 a.m. shotgun start, with lunch and awards following play. Location is Eaglewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers, \$1,000 for a foursome. Sponsorships are available. Details are at https://www. acg.org/utah/events.

#### Aug. 25, 7 a.m.

**Executive Golf Tournament** 2017, a Sandy Area Chamber of Commerce event with a shotgun start at 8:15 a.m., with lunch and awards at 1:30 p.m. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Sponsorships are available. Details are at sandychamber.com.

#### Aug. 24, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is The Depot, 13 N. 400 W., Salt Lake City. Cost is \$7 for earlybird members, \$10 for members after Aug. 17, \$15 for nonmembers. Details are at slchamber.

#### Aug. 30-31, 8 a.m.-2 p.m.

**Utah Outdoor Recreation** Summit, a gathering of outdoor

see CALENDAR page 15

Women in **Business** 

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# Six keys to managing strong, divergent opinions in the workplace

The recent shooting rampage at the ballpark in Alexandria, Virginia, puts a harsh, but necessary, spotlight on the lengths to which some will go in responding to those with whom they disagree. While it is normal to have

differences of opinion, when those differences lead to animosity or hatred, it is time to step back and look for better ways to process our differences.

Differing viewpoints occur in virtually every societal group,

including businesses. Too often, companies fail due to infighting among key stakeholders and their inability to effectively deal with their differences.

The initial question here is: "How should we view diversity?"

On the surface, diversity of opinions, attitudes, behaviors and beliefs may appear to be the root cause of most problems. If we could just come together around one philosophy, one strategy, one set of operating premises, all this strife would evaporate. With this as our goal, perhaps we should

become uniformly intolerant of diversity!

And perhaps that is where we are today.

Too many are intolerant of the diverse views of others. Societally, many have arrived at the attitude that "we are right

— and everyone who believes differently is wrong."

Whether in a political, business or family context, I suggest that we table the "content" of our rightness for a bit in order to consider revisions to

the "process" whereby we engage with those who have a viewpoint different from our own.

An effective process for dealing with someone who sees things differently follows:

1. Anticipate that the strong feelings of the other party mirror our own, and that their strong feelings are likely to be primed for a hair-trigger reaction to our viewpoints. If we plow right into a content debate, the likelihood of a "fight or flight" response is quite high. For this reason, we must first resolve to address the

process to be followed with our counterpart before moving into a discussion of our respective content arguments.

2. Both parties should recognize the negative and positive mathematics of diverse opinions.

The negative mathematics are basically: 1 minus 1 = zero (or a negative number).

When we deny legitimacy to an opposing viewpoint by shouting it down or showing a lack of respect for the person asserting it, we inspire similar responses to our own ideas. The outcome: At best, we emerge with nothing; at worst, we end up with anger and even hatred.

The positive mathematics of diversity occur when we open our minds to other viewpoints: 1 plus 1 = 3, 4, or maybe even 10!

By truly considering the other party's point of view, we create the real possibility of synergy. We get outside our own box, while inviting our counterpart to do likewise, thereby enhancing the likelihood of a mutually agreeable solution.

Stephen R. Covey referred to this as "seeking to understand before being understood."

To enjoy the benefits of the positive mathematics of diversity, we should commit ourselves to listening and learning the merits of our counterpart.

- 3. Begin with healthy, positive assumptions about the other party. Assume that they have reasonable motives, given their perspective. Rarely are they evil; they are just different. Strive to view them as someone with value that you need to discover. Invite your counterpart to view you similarly.
- 4. Define the desired outcomes for both yourself and the other party. Move from diametrically opposed "positions" and instead brainstorm ways to achieve "common interests." Roger Fisher and William Ury, authors of the classic book on effective negotiation, Getting to Yes, have found this to be an essential technique in overcoming differences and moving to collaborative decisions. One common interest for almost any discussion of differences should be to emerge as friends, capable of working together.
- 5. Resolve to finish with a mutual action plan. What will

each of you do to move forward in a unified way? *Both* parties should emerge with specific commitments to action. Onesided resolutions seldom are win-win.

6. Redefine in your mind (and in the mind of your counterpart, if possible) what winning is. It isn't to beat the other party; rather, it is to discover solutions that are acceptable to both of you.

This process has often proven effective — when both parties agree to it. When leaders follow this process, they can reduce the venom that seems to so often greet divergent viewpoints on both sides of any issue

By engaging with others first on process, we will improve the civility of our dialogue, increase our appreciation of the value of diversity and enjoy greater unity as we work together.

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



de RUGY

# **Opinion**

# Dropping the BAT is key to passing tax reform this year

House Speaker Paul Ryan has made his pitch to the country about tax reform. He wants it, and he wants it before the end of 2017 because, as he said in his prepared remarks, "We cannot let this once-in-ageneration moment slip by." That's all well

and good, except that the main factor holding up tax reform is the speaker's insistence that the United States adopt a distortive and unfair border adjustment tax to pay for the reform.

In the best of circumstances, fundamental tax reform is difficult, but now it seems even harder, thanks to Ryan's refusal to move away from a proposed

20 percent tax on imports while giving a free ride to exporters. The whole point of fundamental reform is to cut taxes and grow the economy. Though the rest of the Republican tax plan is pro-growth, according to scores of the plan, the border adjustment tax wouldn't create any growth. Its only purpose would be to raise revenue, as Republicans are apparently once again refusing to pay for tax reform with spending cuts

Though the speaker tried not mention-

ing the border adjustment tax, his speech made clear his commitment to his blueprint as originally proposed, which includes the BAT. Concocted by economists in the comfort of the frictionless world of an academic paper, it would allegedly raise

\$100 billion per year from importers and consumers while handing out more subsidies to giant companies such as Boeing and General Electric. If you think it reeks of the export mercantilism that plagues Washington, you're right, and that's hard to square with Ryan's talking point about the need to turn away from granting tax favors to special interests.

The plan is also sold as a way to undermine tax competition by putting an end to tax avoidance — the legal way companies structure their operations to send as little money to Uncle Sam as possible. This may not sound too bad when the tax rate is 20 percent or 15 percent. It's a terrible idea, however, when the rate is raised to 30 percent or more by lawmakers who desperately need revenue to mitigate their inevitable failure to reform entitlement spending.

Those pushing for the plan also have

the notion that the adjustment of the dollar resulting from the tax's implementation would compensate for the added tax burden. As a currency trader noted recently, building "an intergenerational tax reform based on the assumption of what the (foreign exchange) market will do is a laughable notion." If you think it sounds very risky and distortive, you're right. The result is a measure that has divided the business community, the Republican caucus and the free market policy world. And it has little chance of getting out of the House, let alone passing the Senate.

Yet Ryan and House Ways and Means Committee Chairman Kevin Brady continue to hang on to the divisive measure. In a new twist, they're now hoping they can fool the opposition by phasing in the tax over several years, as if implementing a bad idea slowly makes it any better. As Stan Veuger of the American Enterprise Institute recently observed, we shouldn't count on a phase-in improving it. The phase-in would be more distortive and increase the trade deficit for the first five or six years without increasing whatever little chances exist of reaching whatever currency adjustment would be necessary to offset the tax pain for

importers. If anything, the prospect of trade deficit growth makes it even less politically acceptable to the Trump administration, which is already opposed to it.

Finally, border-adjusting our corporate income tax as Ryan wants to do presents massive implementation challenges. In particular, it would be a nightmare for a bunch of industries, including finance and insurance. So now BAT proponents are talking about putting in place targeted rules for a whole swath of industries — making the tax code more complicated, not less.

I agree with Ryan that it would be a shame to miss this once-in-a-lifetime opportunity to implement fundamental tax reform. Yet he's the one who is derailing the effort with his insistence on the BAT's being part of his tax plan. If he dropped it, we could finally unite and start looking for alternatives (including spending cuts) to pay for the good reforms. If he doesn't, Republicans may have to add tax reform to their list of broken promises.

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

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While we have been focused on the results of special elections, the ups and downs of the Russia investigation and President Trump's latest tweets, under the radar, a broad and consequential shift in American foreign policy appears to be

underway. Put simply, the United States is stumbling its way into another decade of war in the greater Middle East. And this next decade of conflict might prove to be even more destabilizing than the last one.

Trump came into office with a refreshing skepticism about America's policy toward the region. "Everybody that's touched

the Middle East, they've gotten bogged down. ... We're bogged down," he said during the campaign. But Trump also sees himself as a tough guy. At his rallies, he repeatedly vowed to "bomb the s--- out of" the Islamic State. Now that he is in the White House and has surrounded himself with an array of generals, his macho instinct seems to have triumphed. The administration has ramped up its military operations across the greater Middle East, from Syria to Yemen to Afghanistan to Somalia — more troops, more bombings, more missions. But what is the underlying strategy?

In the fight against the Islamic State, U.S. forces have been aggressively initiating attacks, resulting in a considerable rise in civilian deaths in Iraq and Syria. And in a dramatic escalation, the U.S. shot down a Syrian warplane, putting Washington on a collision course with Syria's ally, Russia, with the real possibility of U.S.-Russian military hostilities. Worse yet, it is unclear

how this belligerence toward the Bashar Assad regime will achieve the sole stated mission of America's involvement in Syria — to defeat the Islamic State. Logically, if Assad gets weaker, the main opposition forces — various militant Islamist

groups, including the Islamic State — will get stronger.

Compounding the incoherence, the administration explained that while it had attacked Assad's forces, it was not fighting the Assad regime and the downing was simply an act of "collective self-defense." A few more such acts of self-defense and American combat troops could find them-

selves on the ground in Syria.

In Afghanistan, Trump has delegated the details of a mini-surge of 4,000 more troops to Defense Secretary James Mattis and other senior military leaders. But there are limits to the perspective even of distinguished generals. Military officers can tell you whether, for example, they can take a hill. But does taking that hill serve America's broader strategy? Can that hill be held at reasonable cost? Does this mission distract from other, larger American interests around the world? Those are questions that must be answered by the commander-in-chief.

The U.S. has been in Afghanistan for 16 years. It has had several surges in troop numbers and has spent almost a trillion dollars on that country. Last year, America's aid to Afghanistan was equivalent to about 40 percent of that nation's GDP. And yet, Mattis admits that the United States is "not winning." What will an additional 4,000

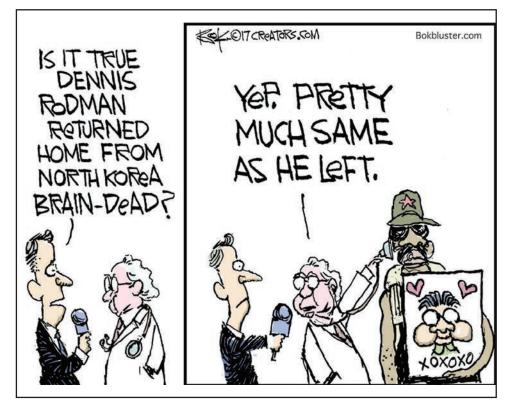
troops now achieve that 130,000 troops could not?

In Yemen, the United States is now more actively engaged in a conflict that has little connection to the war against radical Islamic terror. With the latest arms sale, Washington is further fueling Saudi Arabia's proxy war against Iran — a war that has led the kingdom into a de facto alliance with al-Qaeda in Yemen. Saudi Arabia's new crown prince, Mohammed bin Salman, seems likely to persist in this conflict, even though it has gone much worse than expected and has resulted in

a humanitarian catastrophe. A child in Yemen is dying of preventable causes every 10 minutes, according to UNICEF, and the poorest country in the Arab world has been turned into a wasteland in which terror groups will compete for decades to come.

In almost every situation American forces are involved in, the solutions are more political than military. This has become especially true in places like Syria and Afghanistan where many regional

see ZAKARIA next page



# **Opinion**

# Speaker Ryan wants to make the tax cuts permanent; Bad mistake, Paul

If the Republicans don't pass a tax bill before the 2018 election, they're toast.

In 1994 there was a swing of 54 Democratic House members and eight Democratic senators to the Republican side. It would take years for the Republicans to regain control if they don't pass the tax bill. Recently I heard the brand-new Georgia

Republican Representative Karen Handel's victory speech. One of the main issues that she ran on was a substantial tax cut for the middle class. Trust me, Republicans, a substantial tax cut for the middle class is a winner.

I also heard Speaker Ryan reveal more details about the Republican tax reform plan. He

is calling for a permanent tax law, which means they will have to find at least eight Democratic senators to switch sides. Good luck, Paul, on finding eight Democratic senators that will vote for a Republican tax plan that cuts revenue. "Tax and Spend" is the battle cry of the Democrats. Pardon the pun.

Alternatively, the Republicans could pass tax reform under "reconciliation." Reconciliation only requires 51 votes in the Senate to pass a law and the Republicans have 52 senators. But here's the hook: If you pass a law under reconciliation, it has

to be revenue-neutral. If you cut taxes \$1 trillion, you have to cut spending \$1 trillion, and what politician wants to do that?

The rhetoric that has been spilled by the Republicans in support of their tax plan says that businesses want the taxes to be permanent so they can plan on what to do in the future. As a small-business owner, I

don't need to know what to do in the future; I just need to keep the doors open and make payroll. Could it be possible that Speaker Ryan is playing games with us and really doesn't think a good tax plan can be passed and needs fodder to protect his Republican colleagues in 2018?

For decades, I have been watching the rhetoric of our politicians that covers up what they are really saying. When they say they want to cut the budget, that doesn't mean they're going to spend less money. It means they are going to spend less money than proposed in the presidential budget. Say you hear seven political elites say, "We are going to cut the defense budget 8 percent." What they should say, in order to be truthful, is, "The president wants to increase defense spending 15 percent and we only want to spend 7 percent more."

Excess taxes don't grease the wheels.

As a matter of fact, they can stop a motor vehicle right in its tracks. I know it's hard to contemplate, but an American small business that's either a partnership or a Subchapter S corporation, can pay an effective tax rate of 29 percent. Amazon, Google, Walmart, General Motors, Tesla, Microsoft, Apple and other large businesses pay an effective rate of 14 percent. Could this be a reason why big businesses pay their employees better than small businesses? The top rate for an administrative assistant at Google is \$64,048. The top-rate of an administrative assistant at a small business is \$44,689.

Let's look into our crystal ball. I believe

that small businesses are going to become the future of U.S. industry. Small businesses, if given the right tax environment, can whip the pants off of large businesses. I can see an entrepreneur put together a whole bunch of small businesses and build a car. My children and grandchildren, if they're in small business, could compete with any large business in the world. Speaker Ryan, pass the tax reform plan under reconciliation and at the same time cut spending.

Robert S. Pembroke is chairman of Pembroke's Inc. and describes himself as a small-business owner on permanent sab-

#### **ZAKARIA**

from previous page

powers, with deep interests, have staked out positions and spread their influence. Military force without a strategy and a deeply engaged political and diplomatic process is destined to fail, perhaps even to produce a series of unintended consequences — witness the last decade and a half

During the campaign, Trump seemed to be genuinely reflective about America's

role in the Middle East. "This is not usually me talking, OK, 'cause I'm very proactive," he once said on the subject. "But I would sit back and [say], 'Let's see what's going on." Yes. After 16 years of continuous warfare, hundreds of thousands dead, trillions of dollars and greater regional instability, somebody in Washington needs to ask — before the next bombing or deployment: "What is going on?"

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

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#### HUNTSMAN

from page 1

researchers, officials at the institute said.

At the ceremony Huntsman also announced a new \$120 million commitment to HCI from the Huntsman family and the Huntsman Cancer Foundation.

"This new research space is essential to HCI's mission to relieve the suffering of cancer patients by better understanding cancer and applying that understanding to the development of new ways to treat and prevent cancer," said Mary Beckerle, CEO and director of HCI. "HCI is more committed than ever to accelerate progress against cancer. We will now be able to expand our research to address the most devastating cancer challenges, including childhood cancers and cancers that run in families. The work we are doing here in Utah will bring comfort and cures to millions of families around the world."

According to a statement from the HCI, the Primary Chil-

dren's and Families' Cancer Research Center will house many unique resources and technologies available to its faculty, including cancer biostatistics, genetic counseling, genomics and bioinformatics analysis, research informatics and the Utah Population Database. With the addition, HCI will have one mile of laboratory bench space. The new building has been designed to promote collaboration among the research teams, including a 120-seat auditorium, 30,000 square feet of contiguous space unifying the cancer population sciences research faculty and public meetings spaces on each floor.

"From the very beginning, our goal has been to build an unrivaled cancer treatment and research campus that is at the forefront of scientific discovery," said Huntsman. "With this expansion, we're one step closer to realizing our vision to eradicate cancer from the face of the earth."

Principal support the \$173 million project was provided by the Jon M. and Karen Huntsman family, Huntsman Cancer Foundation, the Church of Jesus Christ of Latter-day Saints, Intermountain Healthcare and the state of Utah. Throughout its history, more than 1 million individual donors have supported Huntsman Cancer Institute.

"Jon and Karen Huntsman have done more than anyone to bring world-class cancer care and research to Utah," said Herbert. "Through their kindness, they have offered hope to thousands of patients and their families. This new research facility stands as proof that there is more reason for hope and optimism than ever before."

The new building addition extends from the southeast corner of the original research area and marks HCI's fourth major construction phase. The first phase, the Jon M. Huntsman Research Center, was completed in 1999, with three floors of research labs and a floor of outpatient clinics. The second phase, a cancer specialty hospital with 50 inpatient rooms, opened in 2004. In the fall of 2011, a major expansion to the hospital was dedicated, doubling clinical capacity and inpatient

As the only National Can-Institute-designated Comprehensive Cancer Center in the Mountain West, HCI serves the largest geographic region in the country, drawing patients from Utah, Nevada, Idaho, Wyoming and Montana.

#### CAI

from page 1

mains high, as fewer people perceive jobs as currently hard to find — 10 percent in June, down from 12 percent in May.

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

- Forty-six percent of residents believe the state government is doing a good job of taking steps to improve Utah's overall economy, compared to 49 percent in May.
- Twenty percent of Utahns think the federal government is doing a good job taking steps to improve the overall economy, down 4 percentage points from
  - Thirty-seven percent of

consumers believe the U.S. economy will improve during the next 12 months, compared to 47 percent in May.

• Forty-eight percent of Utahns think a \$1,000 investment in their 401(k) will be worth more a year from now, compared to 52 percent in May.

"Perceptions of the overall economy within Utah continue to demonstrate strength," said Randy Shumway, chairman and partner of Cicero Group, a market research firm based in Salt Lake City that provides analysis and data collection for the CAI. "As consumers remain positive about their economic futures, they will continue to invest in the statewide economy, increasing the number of jobs available in Utah and increasing the standard of living for many Utahns."

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### CALENDAR

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industry leaders, county and city officials, user groups and public land managers to focus on Utah's outdoor recreation. Location is Snowbird Ski and Summer Resort, 9385 Snowbird Center Trail, Sandy. Another regional summit takes place Oct. 3-4 at Ruby's Inn, 26 S. Main St., Bryce Canyon. Early-bird registration is \$100 for two summits, \$60 for each summit. Registration can be completed at utahoutdoorsummit.com.

#### Aug. 31, 7 a.m.-1 p.m.

Utah Women Charity Golf Classic, presented by the Women's Leadership Institute and the First Tee of Utah. Activities include a meet-and-greet breakfast and a tea time luncheon and awards presentation. Location is Thanksgiving Point Golf Course, Lehi. Cost is \$75, \$40 for tea time luncheon only, \$300 per foursome. Sponsorships are available. Details are at www. thefirstteeutah.org/womencharitygolf.

#### Sept. 1, 8-10 a.m.

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

#### Sept. 5, 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.

#### Sept. 6, 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.

#### Sept. 7-8

"Building on Success 2017: **Breakthrough Results for Government** and Business," presented by the Governor's Office of Management & Budget and Goldratt Consulting. Event features more than 30 workshops and presentations by Gov. Gary R. Herbert; Kristen Cox, executive director, Governor's Office of Management and Budget; Rami Goldratt, chief executive officer, Goldratt Consulting; Gene Kim and Kevin Behr, co-authors of The Phoenix Project; Charles Toups, senior vice president, Boeing Research & Technology; Lt. General Andrew Busch (retired); Alex Knight, author of Pride and Joy; Clark Gilbert, president, BYU-Pathways Worldwide; and Hirotoshi Uehara, vice president, Panasonic Automotive. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$499. Details are at utahexcellence.com.

# PUBLIC NOTICES

# NOTICE TO CREDITORS AND ANNOUNCEMENT OF APPOINTMENT

Probate No. 173901249

Estate of William Patrick Scruggs, Deceased Samuel Dixon Scruggs, whose address is 5900 S. Holladay Blvd., Holladay, UT 84121 has been appointed Personal Representative of the Estate of the above named Decedent.

Creditors of the Estate are hereby notified to present their claims within three (3) months after the date of First Publication of this Notice or be forever barred.

Date of First Publication: June 29, 2017 Edward R. Munson, Attorney DATED this 16th day of June, 2017. /s/ Samuel Dixon Scruggs Samuel Dixon Scruggs

#### Sept. 7, noon-1:30 p.m.

Annual Meeting 2017/Awards Ceremony, a Salt Lake Chamber event. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$65. Sponsorships are available. Details are at slchamber.com.

#### Sept. 8, 7:45-9 a.m.

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

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

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

#### Sept. 19, 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.

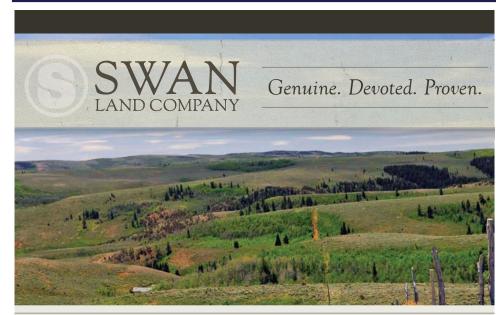
#### Sept. 20, 3-4:30 p.m.

**"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.

#### Sept. 26, noon-1:30 p.m.

"Lunch and Learn Series: Participative Management." The Lunch and Learn Series is a collaboration between the Women's Business Center and the Professional Education Department at the University of Utah. Presenter is Scott Stephenson, an adjunct faculty member at the University of Utah. Location to be determined. Cost is \$40. Details are at slchamber.com.

# **m**Real Estate



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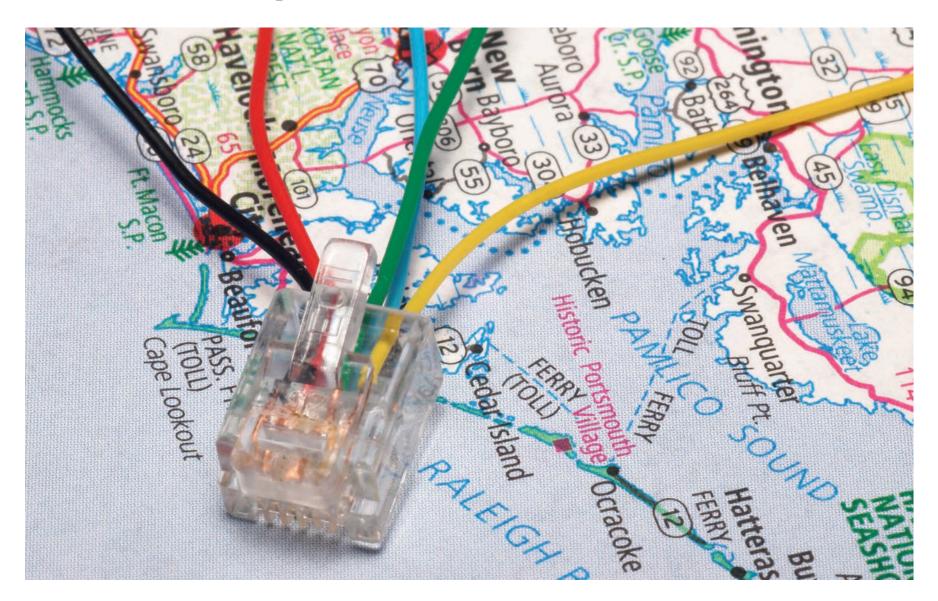
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