

## OF NOTE



### Visa's war on cash

Worldwide credit card purveyor Visa has launched a major effort to encourage businesses to go cashless. The company's Visa Cashless Challenge is offering 50 eligible U.S.-based small-business restaurants and food trucks up to \$10,000 each to install equipment that will enable them to accept all forms of digital payments on the condition that they stop accepting cash.

**Industry News Briefs**  
pages 8-9

**Business Calendar**  
page 11

**Business Tech**  
page 6

## Huge Amazon center bringing 1,500 jobs to SLC

**Brice Wallace**  
*The Enterprise*

Internet shopping giant Amazon.com Inc. has selected Salt Lake City for its new fulfillment center, a project that the company said will create 1,500 full-time hourly associate jobs.

The company announced in June it would build the center in Utah but did not announce the location. The \$250 million, 855,000-square-foot project will be in the

Northwest Quadrant, a site targeted by the city as an employment, light industrial and manufacturing center.

"We are excited to continue growing our team with the first fulfillment center in Utah," said Akash Chauhan, Amazon's vice president of North American operations. "In Utah, there are already more than 30,000 authors, sellers and developers growing their businesses and reaching new customers on Amazon products and services. This new facility will enable us to better serve customers and improve Prime

membership benefits."

Employees at the facility will pick, pack and ship small customer items, such as books, electronics and toys.

"We applaud Amazon's decision to invest in Utah," said Gov. Gary R. Herbert. "The state of Utah's talented workforce and business-friendly environment allows innovative companies like Amazon to thrive. Their investment in Salt Lake City's North-

**see AMAZON pg. 16**



*The George S. and Dolores Dore Eccles Theater opened last autumn in downtown Salt Lake City, augmenting an industry that has an annual economic impact of \$306.6 million in the city, according to a study by Americans for the Arts.*

## Arts and culture industry means \$307M to SLC economy annually

**Brice Wallace**  
*The Enterprise*

The nonprofit arts and culture industry has an economic impact of \$306.6 million annually in Salt Lake City, according to a new study by an arts and arts education organization.

The nonprofit Americans for the Arts' "Arts & Economic Prosperity 5" study indicates the industry in Salt Lake City supports 10,479 full-time equivalent jobs and generates \$27.9 million in local and state government revenues.

All figures in the study were based on the 2015 fiscal year. It indicated that nonprofit arts and culture organizations spent \$112.4 million through employee pay, supply purchases, contracts and services and

asset acquisitions within the community. That spending generated \$215.7 million in household income for local residents and \$27.9 million in local and state government revenues (\$13 million for local government, \$14.85 million for state government), it said. Spending by cultural audiences totaled \$194.1 million.

"This in-depth study supports what we have long known and suspected: that arts and culture is core to economic well-being and vitality for Salt Lake City," said Lara Fritts, Salt Lake City's director of the Department of Economic Development.

Logan City and Iron County also were part of the study. Total spending by the nonprofit arts and culture industry was \$76.1

## Adobe expansion means 1,260 new jobs for Utah Co.

Software company Adobe Systems Inc. will double the size of its Utah workforce and Lehi office space during the next few years, adding 1,260 jobs over 20 years.

The company made the announcement last week after being approved for a tax credit incentive of nearly \$25.8 million over 20 years by the Governor's Office of Economic Development (GOED) board.

"On behalf of Adobe, thank you," Jonathan Francom, vice president of employee and workplace solutions at Adobe, told the board. "Thank you for your faith and for your confidence in what we've been able to do and to extrapolate that going forward."

Founded in 1982, Adobe — known for products including Photoshop, Acrobat Reader, Creative Cloud and Experience Cloud — employs more than 17,000 worldwide, including 1,200 in Lehi. The company placed operations in Utah with its 2009 acquisition of Omniture. It later built a distinctive 280,000-square-foot building near Interstate 15.

The \$90 million expansion is expected to create nearly \$2.3 billion in new wages over 20 years — the average wage is expected to be \$120,000, which is three times the Utah County average wage — and nearly \$86 million in new state tax revenue during that period.

Adobe had been awarded a state incentive in 2010 totaling \$40.2 million over 20 years that was tied to the creation of 927 jobs in a \$298 million project.

**see ARTS pg. 16**

**see ADOBE pg. 3**





# Miller: Your business is impacted by international events

**Brice Wallace**

*The Enterprise*

If you own a company and are considering making it an international endeavor, Derek Miller has some words for you: Too late.

That's because, Miller asserts, all companies are affected by activities around the world.

It's certainly the case for a farm owned by Miller's family. When family members gather to talk, world events are at the forefront, Miller, the president and chief executive officer of World Trade Center Utah, said at last week's Weber County International Business Forum.

"When we talk about this farm today, we talk about what's happening in the Middle East, because what's happening in the Middle East has a direct impact on the success of this farm. We talk about what's happening in China, because what's happening in China has a direct impact on the success of this farm. We talk about what's happening in the world, because what's happening in the world has a direct impact on the success of this farm," he said.

"I'm telling you this because if this farm, in the middle of rural Idaho, is an international business

— and it is — then your business is an international business. It is whether you think it is or not, it is whether you want it to be or not, it is whether you understand that it is or not. It is that way because this farm and your business are impacted by what happens around the world."

Miller urged companies to expand their views and think about international opportunities. Seventy percent of the world's purchasing power, 85 percent of its growth and 95 percent of its consumers are beyond the U.S. borders, he said. Utah currently has 3,544 companies that are exporting, with 85 percent being small businesses.

During a panel discussion at the forum, Joshua Aikens, chief marketing officer at iGlobal Stores, said many U.S. retailers that iGlobal works with have perhaps 75 percent to 80 percent of their online sales occurring domestically. iGlobal provides technology for international e-commerce.

"It's not a major focus," Aikens said of those clients' international activities. "It's not where they're spending their marketing dollars and all of their time, but it's also not something to be ignored."

Many want to grow that international piece of the pie, he said.

"American retailers are trying to tool up to capture that demand because it's going to grow and it's going to go somewhere," he said. "So there is increased interest and increased opportunity. ... The growth in in e-commerce is eclipsing the growth in domestic e-commerce right now, and for the foreseeable future it will continue to grow at a great rate, offering a greater opportunity for U.S. retailers."

For InstaFire, which sells firestarter and fire-burning products, going international occurred when it sent products to an orphanage in the aftermath of an earthquake in Haiti. TCR Composites saw an opportunity for growth in Europe about 20 years ago. Scott Lindsay, TCR's president and general manager, said the company "found international companies more receptive to new ideas, to change, to new technologies." International activities now account for 65 percent of TCR's business.

Panelists acknowledged that international expansion has some potential hazards, including regulations that vary from nation to nation and issues with getting paid.

"The biggest challenge I see

is technology — the speed and the advancement of technology and marketplaces," Aiken said. "I see people going out and becoming successful using the Amazon marketplace or using eBay or using their website and Amazon, and then having something else crop up that's new, faster, better, shinier, more exciting, more accessible on a mobile phone, and the market changes. And the people that tooled up and grew up in one channel can't anticipate the shift quickly enough to where it's going to go," he said.

Still, Aiken said, new exporters should not "overthink" things. If they're selling items across a border, a partner like UPS, FedEx or DHL can charge the exporter for the duties and taxes incurred.

"So it's not altogether that complex to start selling to someone across the borders," he said. "There are a lot of complexities ... but I think the 'analysis paralysis' is probably the worst thing that holds people back from getting started and starting to sell their products internationally."

"I hate even think about where we were 20 years ago, had we not taken the steps to go international," Lindsay said. "Fortunately, our particular business, the composites industry, sees about 15 to 20 percent growth a year, which is pretty remarkable. ... But had we not gone overseas at a time when we found open minds interested in new technologies, new philosophies and looking at new product, we probably wouldn't be where we are today, bottom-line."

## Cutler tabbed to head WesTech

WesTech Engineering Inc. of Salt Lake City has appointed Ralph Cutler as president. The company's board made the announcement in a release. Cutler had been WesTech's vice president of industrial products and sales and assumed his new role on July 1. Rex Plaizier, who has been serving as both chief executive officer and president, will continue in his role as CEO.

"The board has decided to separate the duties of CEO and president to meet the growing demands of both positions and to support WesTech's continued growth," said Plaizier. "After a comprehensive search to identify the best choice for president, they selected Ralph, who has been an employee-owner with WesTech for more than 35 years. His broad technical expertise, coupled with in-depth operational knowledge and superior project execution for customers, makes him uniquely qualified to take this position. We

are excited to watch him drive the company forward."

Cutler, who holds civil engineering and MBA degrees from the University of Utah, joined WesTech in 1982. He worked to design, manage and implement municipal and industrial water solutions for clients globally and supervised both the industrial sedimentation and filtration groups. He is a member of the American Society of Civil Engineers.

"WesTech continues its strong growth trajectory, achieving 47 percent growth this fiscal year," Cutler said. "My goal will be to ensure that operations can continue to support and maintain exceptional customer service and strong relationships with our partners and vendors in this period of strong growth."

WesTech Engineering provides process solutions for water treatment, liquids/solids separation and biological treatment needs to municipal, industrial and minerals clients worldwide. Founded in 1973, WesTech is an employee-owned company, with over 500 employees in seven countries.

## Civitas buys Riverton care center

Civitas Solutions Inc. of Boston has acquired Country Life Care Center, a rehabilitation and post-acute-care facility located in Riverton.

With a total of 36 private living spaces, Country Life specializes in providing short- and long-term medical care for individuals who have experienced a catastrophic injury or illness, including traumatic brain and spinal cord injuries. Country Life generated revenues of approximately \$9 million for the 12-month pe-

riod prior to the acquisition.

"The Country Life Care Center is a perfect fit for our CareMeridian Specialty Rehabilitation Services business," said Bruce Nardella, president and CEO of Civitas Solutions. "Similar to our CareMeridian programs, Country Life provides highly skilled nursing and rehabilitation care in an environment that feels more like home. I am delighted to welcome the Country Life team and the individuals they care for to Civitas."



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# Home prices still climbing

Increases in home prices in the Salt Lake City market continue to outpace those nationally, according to figures released by Irvine, California-based CoreLogic, a property information and analytics service. Local prices were up 9.6 percent in May compared to May 2016. Nationwide, prices showed a 6.6 percent increase for the same period. CoreLogic's Home Price Index (HPI) and HPI Forecast reports are released monthly when sales figures become available.

On a month-over-month basis, Salt Lake City area prices were up 1.1 percent from April to May while nationally, homes sold for 1.2 percent more for the same period. Prices used in the survey included distressed sales such as foreclosures and short sales.

Looking ahead, the CoreLog-

ic HPI Forecast predicts that home prices will increase by 5.3 percent on a year-over-year basis from May 2017 to May 2018, and on a month-over-month basis home prices are expected to increase by 0.9 percent from May to June. The CoreLogic HPI Forecast is a projection of home prices using the CoreLogic HPI and other economic variables.

"The market remained robust with home sales and prices continuing to increase steadily in May," said Frank Nothaft, chief economist for CoreLogic. "While the market is consistently generating home price growth, sales activity is being hindered by a lack of inventory across many markets. This tight inventory is also impact-

**see HOME PRICES pg. 16**

## ADOBE from page 1

Board chairman Jerry Oldroyd said the project "will be an absolute game-changer in the state of Utah."

"Adobe has been a fantastic corporate citizen," said Mel Lavitt, chairman of the GOED board's incentives committee. "It has been one of the cornerstones of our Silicon Slopes and a key contributor to the Point of the Mountain Development Commission since 2009."

Lavitt noted that Utah won the project over several competitors, including other states and India. "But we won, and to me, that's great. If we keep this company growing here, the more we grow, the better we're going to be," Lavitt said.

Lt. Gov. Spencer Cox said Adobe, like Amazon, are "flagships that send a message to the rest of the country that Utah is a great place to do business, and not just once, but twice."

A couple of board members lauded Adobe's commitment to hire more women and for its efforts to improve air quality.

"Adobe elevates Utah's business community," Gov. Gary R. Herbert said in a prepared statement. "They play a key role in the development of the Point of the Mountain and Silicon Slopes. We look forward to their continued leadership and success in the state."

"Not only is Adobe a leader in Utah's tech market, but they are also an incredible community partner," said Theresa Fox-

ley, president and chief executive officer of the Economic Development Corporation of Utah. "Their continued investment in Utah is a sign of our tech community's bright future."

**Enterprise**  
UTAH'S BUSINESS JOURNAL  
USPS # 891-300

Published weekly by:

**Enterprise Newspaper Group**  
825 North 300 West, Ste. NE220  
Salt Lake City, Utah 84103  
801-533-0556 FAX 801-533-0684  
[www.slenterprise.com](http://www.slenterprise.com)

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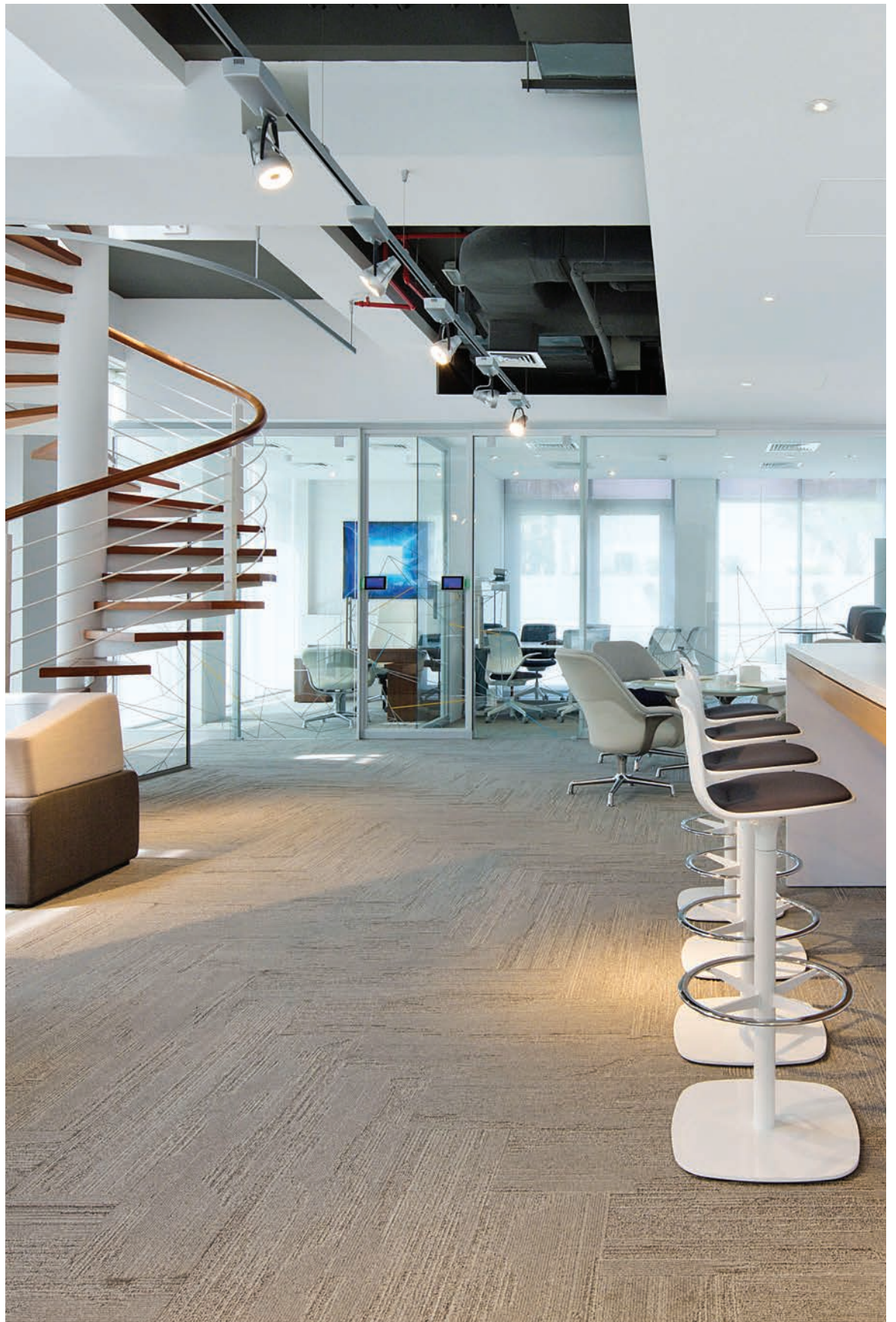
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# SL airport travelers now have quick security option

The Salt Lake City International Airport has launched the Clear traveler identification system at its Terminal 2 passenger screening gates. The subscription system gives Clear members the option of quick screening when boarding flights at the terminal.

The Clear system uses both fingerprints and eye scan biometrics for secure access at airports and sports stadiums. With Clear, Salt Lake City travelers will be able to speed through security with just the touch of a finger or the blink of an eye. The launch at the Salt Lake airport expands Clear's network of touch points to 30 U.S. airports and sports stadiums. Clear recently launched at Los Angeles International Airport and has expanded its presence to five additional airports this year.

"We're thrilled to be joining the Salt Lake City community and providing a great experience for the unique combination of business and leisure travelers headed through this market," said Clear CEO Caryn Seidman Becker. "As we continue to expand our nationwide presence, we look forward to bringing even more value to our members, in and out of the airport."

"The SLC International Airport is pleased to partner with Clear to provide a new option for travelers to reduce their wait time in security," said Salt Lake City International Airport interim executive director Russell Pack.

Clear has over 1 million members and is certified as a Qualified Anti-Terrorism Technology by the U.S. Department of Homeland Security. Clear's three-step sign-up process takes less than five minutes. Clear digitally authenticates a traveler's driver's license or passport, confirms his identity and creates a biometric account.

Clear membership costs \$15 per month, billed annually, with the option to add additional family members for \$50 per year. Children under 18 join for free.

# Partnership to provide Vivint arena food

The Utah Jazz and Vivint Smart Home Arena have announced the formation of a partnership with Levy, a sports dining specialty company that caters especially to NBA teams and arenas, to manage food and beverage facilities when the downtown Salt Lake City facility debuts its \$125 million renovation in October.

The joint venture, to be known as Salted Honey Hospitality, also extends to Smith's Ballpark, the home of the Triple-A baseball Salt Lake Bees, as well as the Tour of Utah professional cycling stage race in August and the Salt Lake City Stars season of the NBA G League beginning in November. More than 2 million guests annually attend events at these Larry H. Miller Sports & Entertainment venues.

"Distinctive and delicious food choices are an important part of the game-day experience," said Jim Olson, president of Vivint Smart Home Arena. "Our guests deserve best-in-class hospital-

ity from trend-inspired menus to building favorites when they attend our events. We are bringing together hometown restaurants and the culinary expertise of Levy to truly elevate the dining experience."

The name Salted Honey Hospitality reflects the intent to bring guest experiences to life with the focus on the details of a world-class food experience, and the spirit of teamwork and family-style hospitality, said Olson. Under the Salted Honey Hospitality umbrella, Vivint Smart Home Arena restaurant partners will retain their individual brand and food specialties.

Levy has extensive experience in professional sports and developing market-relevant food experiences for fans at NBA facilities, including Barclays Center in Brooklyn, United Center in Chicago and Moda Center in Portland. Its diverse portfolio includes restaurants services at the Grammy Awards, PGA Championship,

US Open Tennis Championships and Kentucky Derby.

"This is a unique opportunity to create a signature hospitality brand that deeply impacts the live entertainment experience across Salt Lake City," said Andy Lansing, president and CEO of Levy. "Our expertise cultivating local tastes for a wide array of fans, combined with Larry H. Miller Sports & Entertainment's skill producing first-class events, will deliver a high-quality, memorable experience for all visitors to the arena."

Vivint Smart Home Arena is undergoing a comprehensive rebuilding of its food and beverage offerings. Inspired by an emerging, entrepreneurial food scene, more than 30 local restaurants and vendors have already been engaged as food providers next season. The four corners of the main concourse will feature specialty menus with barbecue from R&R, hand-tossed pizzas from Maxwell's, Mexican food from El Chubasco and gourmet hamburgers and signature beef sandwiches from Cubby's. Utah favorites JDawgs Polish and beef hot dogs and Hire's old-fashioned drive-in-style burgers are also joining Cup-Bop Korean barbecue and Zao Asian Café.



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## Beware phony poster sales

The Utah Labor Commission has issued a warning to employers in the state to avoid falling victim to individuals and organizations that claim to sell posters from the federal Occupational Safety and Health Administration to be posted in their businesses to comply with OSHA regulations.

These solicitors contact Utah businesses by phone, letter or personal visit and claim to be OSHA compliance officers. They threaten employers with inspections, citations and fines if they don't immediately pay for health and safety training, consultation services and the "Consolidated State and Federal" posters to become "compliant."

Such posters are required to be placed in a visible location at all businesses with employees, but they are available for free from the Utah Labor Commission.

"We encourage employers to research and ask questions about the companies or individuals offering to sell OSHA posters," said Jaceson Maughan, Utah labor commissioner. "They should also know that we provide the posters at no charge."

Compliance officers from the Utah Labor Commission who enforce OSHA regulations present identification during visits to employers and never ask for or are involved in collecting money, even if a citation and penalty is issued to an employer following an inspection.

Businesses that receive suspicious or threatening letters, visits, calls or other contacts from someone claiming to sell the required workplace posters should contact the Utah Department of Commerce, Division of Consumer Protection at (801)530-6602, or toll-free at 1(800)721-SAFE (7233), Maughan said.

## Ogden Clinic has new owner

Nashville, Tennessee-based Montecito Medical Real Estate, a large privately held firm devoted exclusively to medical real estate, has acquired the 105,592-square-foot Ogden Clinic portfolio, a multi-specialty facility in Ogden.

Ogden Clinic is a Class-A portfolio comprised of four properties which are currently fully occupied and features extensive build-outs to accommodate a wide range of specialty practices, including urgent care and radiology.

"Montecito has been great to work with. Their process has been efficient and non-disruptive, enabling Ogden Clinic's healthcare providers to continue to focus on providing deeply personalized and dynamic care to our patients," said Paul Schofield, CEO of Ogden Clinic.

Ogden Clinic was founded

in 1950 when eight physicians launched the concept of multi-specialty care to Ogden with the goal of providing better, more convenient healthcare to their community. Today, Ogden Clinic is a leading physician-owned multi-specialty group practice that has grown to 16 locations with more than 800 employees and 120 healthcare providers in over 20 specialties.

"Montecito is delighted to add Ogden Clinic's medical buildings to our portfolio," said Montecito CEO Chip Conk. "We are very impressed with their senior management team and the world-class physicians that make up this exceptional practice. We look forward to expanding this relationship as Ogden Clinic continues to grow their services throughout the region."

## It's official: Outdoor Retailer going to Denver

This month's official announcement that the Outdoor Retailer summer and winter markets are moving from Salt Lake City to Denver came as a surprise to almost nobody. On the eve of a July 6 news conference with industry and Denver-area government officials, *The Denver Post*, citing unnamed sources, reported that the twice-yearly show would be based at the Colorado Convention Center in Denver starting in 2018. But the move had been widely rumored since Salt Lake City's falling-out with show organizers earlier this year over Utah officials' attitude toward Pres. Barack Obama's designation of the Bears Ears National Monument.

Outdoor Retailer, owned by publicly traded Emerald Expositions LLC, has already begun set-

ting up for its final Salt Lake City show, scheduled July 26-29 at the Salt Palace Convention Center. Although Emerald was contracted to hold its shows in Salt Lake City through 2018, local media reported that Visit Salt Lake, the entity that coordinates the city's convention business, had reached an agreement allowing the early departure of the twice-yearly expositions.

Through recent agreements, Emerald will combine the Outdoor Retailer winter event with the annual Snow Show to create one large expo, the first of which is scheduled for January 2018. Emerald said that it will also move the Grassroots Connect convention, a meeting of members of the Grassroots Outdoor Alliance, to Denver. That show is currently scheduled for November and June 2018 in

Knoxville, Tennessee.

"We received submissions from truly incredible outdoor cities — a testament to the strength of the outdoor community," said Marisa Nicholson, Outdoor Retailer show director. "Denver is the undeniable industry choice. Bringing these organizations together and basing the show in a state that places such a high value on outdoor recreation is the best move we can make for the outdoor industry. As outdoor recreation evolves, outdoor businesses need to stand together and adapt to those changes to successfully move forward. We look forward to building a future together and thank Gov. (John) Hickenlooper, Luis Benitez (director for the Colorado Office of Outdoor Recreation) and (Denver) Mayor (Michael) Hancock for their gracious support."

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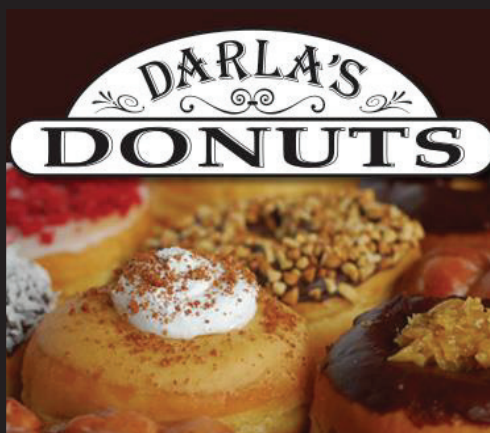
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## Business Tech

### There are tons of apps out there to help your business run better; Here are six

There are a lot of great technology tools on the market to help improve your productivity and efficiency. Here are a handful that I'd recommend you check out and see if they could benefit your business:

**Skype.** Not everybody knows it, but Microsoft bought Skype a little while ago and has included it in many Office 365 packages. Skype is a great tool for interoffice communication and lets you send

quick chats to your team. In addition, it works well for teams that are at different geographic locations. You can easily video chat, hold meetings and even share screens. Skype is a great tool for teams that are looking to collaborate.

**IContact.** This is a great tool for marketers looking to add some efficiency to their campaigns. The main functionality of IContact is to offer easy, centrally managed email

campaigns. They have TONS of templates to make professional-looking business email marketing campaigns and best of all, you don't have to know HTML to use them. Everything is delivered in a point-and-click fashion. If you can make a Word document, you can put together a business email campaign.

In addition, you can create an entire campaign at once and schedule when the emails are sent out. You can easily manage groups and target them with specific content, and you can track the results and success of each campaign with easy-to-understand metrics. There is also social media integration so that you can easily get your campaigns out across all media.

**Hootsuite.** This is maybe the best tool out there for social media management. Busy business marketers can sometimes struggle to keep social media

up-to-date and relevant across all platforms — Facebook, Twitter, LinkedIn, Google Plus, Instagram, Pinterest and more. It's a lot to manage. Especially since each unique social media has its own flavor and cadence. Hootsuite is here to help.

Hootsuite allows you to easily manage all your social media platforms from one central dashboard. You can easily syndicate content across different social media and best of all, schedule it ahead of time. It's an amazing tool for social media, and a HUGE time-saver for marketers. You can even check it out free.

**Moz.** If you want to succeed with online marketing, take some time to check out what this tool can do for you. Moz allows you to track all desired keywords with Google to see where you're ranking. It makes suggestions on how you can optimize page content on your website to improve those rankings. It allows you to easily track your progress over time, and to track

your competitors to see how you stack up.

Moz delivers an easy-to-read dashboard with key metrics, so you can see at a glance where you're at. It also allows you to do a site crawl on your website to ensure there aren't any critical errors that would hurt your rankings with Google. It allows you to track your domain authority and how many links you currently have. It also gives you suggestions on how to improve all the metrics it reports on and allows you to check back when you've made changes to see new stats. This is a must-have for Internet marketers.

**LeadCrunch.** Coming up with quality business-to-business leads can be a tedious, difficult task. That's the exact process LeadCrunch is trying to eliminate. By using artificial intelligence, it's able to compile lists of quality leads that accurately predict whom you would be most successful at doing business with. Not only is this a huge time-saver, but it's going to

completely change the way we think about sales. If you don't have an extensive sales team or need help getting started, LeadCrunch will even call them for you and set appointments to start the engagement.

**Doodle.** This is a cool little app that makes scheduling appointments easier for everybody. It can be difficult to coordinate the schedules of multiple parties. Doodle helps to simplify all of that. The product is simple. Just plug in the times you're available and when someone books an appointment it puts it directly on your calendar and sends you a notification. Doodle can also send automatic reminders and even be branded with your logo, if desired.

Technology is always evolving and there are new tools that we can use to make our jobs easier every day. These are just a few that I've found useful and would recommend.

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



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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](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## AGRICULTURE

• The **Urban Greens Market** in Salt Lake City's Glendale and Poplar Grove areas, has returned for its second year. The project is a collaboration among the city's Sustainability Department, the Green Urban Lunchbox, Utah Community Action Program's Real Food Rising and Utahns Against Hunger. Like last year, the market will rotate through several locations, selling locally grown and harvested produce. The market is hosted by Sorenson Unity Center, Glendale-Mountain View Community Learning Center, Neighborhood House, and Sherwood Park from now until Oct. 31. Last year, more than 6,832 pounds of produce was sold. Details are at <http://www.SLCgreen.com/urban-greens>.

## ASSOCIATIONS

• The **Association of Procurement Technical Assistance Centers (APTAC)** has announced that **Chuck Spence**, program director of the Utah



Chuck Spence

PTAC, has been elected as Region 9 director of the association. Region 9 encompasses the states of Arizona, Colorado, Idaho, Montana, Utah and Wyoming. He will serve until April 2019. Spence began with the Utah PTAC in 2005, serving as deputy director for 11 years prior to assuming the position of program director. He previously served as APTAC Region 9 director from 2011-14, at which time he was elected president-elect, proceeding from there to serve one-year terms as president and immediate past president. Spence was also the president of the Utah Supplier Development Council for four years (2008-2011). APTAC is the professional organization of and for the 98 PTACs awarded under the Department of Defense's Procurement Technical Assistance Program. The PTACs help local businesses become capable government contractors.

• **Pete LaBore** has joined **Ski Utah's** 2017 board of directors. He will serve a three-year term. LaBore is chief operating officer of Backcountry, Park City. As COO, LaBore manages Backcountry's domestic and international operations, customer service, marketing and merchandising teams.

## CONTESTS

• The **Economic Development Corporation of Utah (EDCUTah)** is accepting nominations for a pair of honors to be presented Sept. 12. Two individuals and one organization will be honored for making a significant impact on the state's economic landscape. The **Nick Rose Award for Leadership in Economic Development** is presented to an individual from the private sector who has demonstrated exceptional dedication to EDCUTah and economic development throughout the state. The **Thayne Robson Award for Leadership in Economic Development** is given to an individual from the public sector that has demonstrated exceptional dedication to EDCUTah and economic development throughout the state. The **Cornerstone in Economic Development Award** is presented to associations, organizations or developments that "have merit far beyond their own boundaries and have had profound and long-term positive impact on the state's economy," the organization says. Nominations may be made at [www.edcutah.org/event/edcutah-annual-meeting](http://www.edcutah.org/event/edcutah-annual-meeting).

## EDUCATION/TRAINING

• **Western Governors University (WGU)**, Salt Lake City, has appointed **Marni Baker Stein** as provost and chief academic officer. Stein has more than 20 years of experience in developing, implementing and scaling programs to improve access, affordability and student success in higher education. She joins WGU after serving as chief innovation officer for the University of Texas System's Institute for Transformational Learning. Prior to that, she was senior associate dean of Columbia University's School of Continuing Education. Before that, she led the development of graduate, undergraduate and non-degree programming for several educational institutions in the U.S. and abroad.



Marni Baker Stein

## GOVERNMENT

• Salt Lake City Mayor Jackie Biskupski has selected **Danny Walz** as chief operating officer of the **Redevelopment Agency (RDA) of Salt Lake City**. Walz has been the director of the Redevelopment Agency of Midvale City for the past 13 years, and was previously a senior project manager and project coordinator for Salt Lake City's RDA. He also

is president of the Utah Redevelopment Association. He has a bachelor's degree in finance from the University of Utah.

• The **Utah Division of Occupational and Professional Licensing (DOPL)** recently completed a two-week sting investigation targeting fraudulent construction activity. The result was 45 administrative citations and \$23,000 in fines for unlicensed activity or activity beyond the scope of a license involving contractors in St. George and northern Utah. The investigation was part of a national effort by members of the National Association of State Contractors Licensing Agencies (NASCLA). DOPL investigators used Craigslist, online classifieds, field checks and proactive investigations to snare those selling services that require a professional license. Investigators contacted the companies and individuals to request bids for business projects using a decoy commercial building as bait. In 2015, a sting resulted in 32 citations and a total of \$20,000 in administrative fines issued for unlawful activity.

## HEALTHCARE

• A new **Gateway Emerging Technologies Medical Clinic** has opened at The Gateway, Salt Lake City. The Gateway Aesthetic Institute and Laser Center is a cosmetic laser center specializing



Dr. Mark Taylor



Margaret Jahries

in cosmetic and laser skin treatments. Center founder **Dr. Mark B. Taylor** has opened the new clinic, expanding into new wellness, integrative medicine and stem cell medicine. **Margaret (Maggie) Jahries**, who has had a wellness and integrative medicine practice in Park City, has moved her practice to the clinic. She specializes in physical and emotional wellness, particularly at a cellular level.

• **Recursion Pharmaceuticals**, Salt Lake City, has hired **Dr. Chand Sishta** as senior director of regulatory affairs. Sishta has 25 years of regulatory sciences experience, most recently at Bristol-Myers Squibb as the director of global regulatory sciences for mature products.

• **Stonehaven Dental** recently had a ribbon-cutting event at its new location at 7681 S. 700 E., Midvale. The new location is the company's eighth office.

## NONPROFITS

• Salt Lake City attorneys **Alexandra Sandvik** and **Sean M. Mosman** have been nominated to the **Project Reality** board



Alexandra Sandvik



Sean Mosman

of directors. Both are attorneys at Snell & Wilmer. Project Reality is a non-profit, CARF-accredited agency founded in 1970 that offers a variety of services designed to provide comprehensive, therapeutic treatment to patients with substance abuse problems. At Snell & Wilmer, Sandvik focuses her practice in commercial litigation and employment law. She received a B.A. from Brigham Young University and a J.D. from BYU's J. Reuben Clark Law School. Mosman focuses his practice on business litigation in state and federal courts. Mosman's education includes graduating with a B.A. from BYU.



Taryn Aiken Hiatt

• The **American Foundation of Suicide Prevention (AFSP)** has hired **Taryn Aiken Hiatt** as area director for Utah and Nevada. She is the founding chair of the Utah chapter, organized the Salt Lake City walk for many years and has conducted hundreds of trainings in Utah and elsewhere. She is also a spokesperson for AFSP's "Lived Experience" programs.

## OUTDOOR PRODUCTS/RECREATION/SPORTS

• **Vista Outdoor**, Farmington, has announced that **Mark DeYoung**, chairman and chief executive officer, has retired from the company and the board of directors. **Michael Callahan**, the company's lead independent director, has



Michael Callahan

been named interim chairman and CEO. The board is conducting a search for a permanent CEO and has retained an executive search firm to assist in the process. The board intends to consider both internal and external candidates for the position. Callahan has more than 40 years of experience in the sporting goods industry and has served as lead independent director since the company spun off from ATK in February 2015. He has been the president and chief executive officer of Aspen Partners, a Utah-based consultant to the outdoor sporting industry, since 2008. From 1990 until his retirement in 2008, Callahan served in various merchandising, marketing, management and senior executive positions with Cabela's Inc., most recently as senior vice president of business development and international operations. Callahan is a member of the board of the Midway USA Foundation and formerly served as a member of the board of Bushnell Outdoor Products, chairman of the Congressional Sportsmen's Foundation and vice chairman of the Outdoor Business Council of the US Sportsmen's Alliance.

• Utah ski advocate **George Jedenoff** skied at **Snowbird Resort** on his 100th birthday, July 5. While not open to the public for winter activities July 5, Snowbird groomed a patch of snow for the occasion. Jedenoff has been skiing Alta and Snowbird in Little Cottonwood Canyon every year since 1960. He learned to ski at Alta at age 43.



George Jedenoff

## REAL ESTATE

• The Salt Lake City office of **Cushman & Wakefield Commerce** has hired **Jake Bowman** as operations director

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# Industry Briefs

from previous page

and promoted **Matt Liapis** to director of research and GIS.



Jake Bowman



Matt Liapis

As operations director, Bowman will collaborate to lead the operations of four Utah offices. Cushman & Wakefield Commerce operates the Cushman & Wakefield business in Utah, Washington and Nevada. Bowman has a decade of leadership experience in both the public and private sectors, including nine years as a healthcare administrator for the Veterans Health Administration and seven years managing a private real estate and business portfolio. His education includes a bachelor's degree in the arts, healthcare administration, and a Master's of Business Administration from the University of Utah. Liapis, the firm's GIS leader since 2000, will now lead both the research and GIS functions for the Utah offices. His teams are responsible for delivering in-depth market trends and reporting to the firm's 65 Utah brokers and providing geographic information, including the design of all maps; management of all server-based GIS and leadership of the team of five.

• **Coldwell Banker Commercial Advisors**, Salt Lake City, has hired **Camron Wright** as vice president of its office brokerage division.



Camron Wright

Wright has been involved in the technology and entrepreneurial sectors for more than 20 years. He previously was chief executive officer of OnlineImage and president of PC Innovation Computers.

• **Summit Vista** has started construction on the first phase of its **Life Plan Community** in Taylorsville. Summit Vista seeks to change the way seniors view retirement by emphasizing healthy, successful aging that promotes an independent lifestyle. The community will be on a 105-acre campus featuring a 62,000-square-foot clubhouse

offering amenities and services that promote active living, including a 25-yard lap pool, a fitness center, clubs and activity studios, and three restaurants. Summit Vista also is working with **Intermountain Healthcare** to provide a variety of onsite services.



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## RECOGNITIONS

• **Utah Associated Food** stores have been honored by **Rocky Mountain Power** as the **2017 "wattsmart" Business Utah Partner of the Year**. The eight stores are saving more than \$270,000 on their annual electricity bills after making major changes in the way they light and cool their buildings. Rocky Mountain Power provided \$352,377 in incentives to add LED lighting, lighting controls and refrigeration upgrades to stores in Salt Lake City, South Ogden, Park City, West Valley City, American Fork, Ogden and Taylorsville. Those efforts resulted in reducing energy use by nearly 3.9 million kilowatt-hours last year, which is enough electricity to power 437 typical Utah homes for a year.

• **Park City** tops the rankings of **"Best Places to Retire"** in Utah, according to a third annual study by financial technology company **SmartAsset**. The study rated cities by their tax friendliness, recreational and social opportunities for seniors, and availability of medical care. The remainder of the top 10 includes, in order, **Price, Nephi, Salt Lake City, Bountiful, Ivins, Providence, Hurricane, Roosevelt** and **Washington**. Details are available at <https://smartasset.com/retirement/retirement-calculator#Utah>.

• **Utah** maintained its grades for manufacturing and logistics in a report from **Ball State University**. The **"2017 Manufacturing**

**and Logistics Report Card,"** prepared by Ball State's Center for Business and Economic Research (CBER) for Conexus Indiana, the state's advanced manufacturing initiative, shows how each state ranks among its peers in several areas of the economy that underlie the success of manufacturing and logistics. Utah maintained grades in manufacturing (C), logistics (C-minus), tax climate (A), diversification (B) and expected fiscal liability gap (A). Utah's grades decreased in human capital (B-plus to B). The grades improved in benefits costs (B to B-plus), global position (C to B), productivity and innovation (C to C-plus).

• **Utah** is ranked No. 2 among **"Best States to Start a Business,"** according to a list compiled by online publication **FitSmallBusiness.com**. The publication also said **Salt Lake City** is the **"Best City to Start a Business"** in Utah. Topping the state list is North Carolina. Rankings were based on access to capital, startup activity, taxes, cost of living, labor market, quality of life and cost of starting a business. Utah had a first-place ranking in access to capital. Details are at <http://fitsmallbusiness.com/best-states-to-start-a-business/>.

• **Utah** finished above-average in several lists that are part of **"2017's Best & Worst States to Start a Business,"** compiled by **WalletHub**. Its analysts compared the 50 U.S. states across 20 key indicators of startup success. The data set ranges from financing accessibility to availability of human capital to office-space affordability. With a figure of 1 being "best" and 25 "average," Utah was third in average growth in the number of small businesses, 15th for both industry variety and percentage of population age 25 and older with a bachelor's degree or higher, 17th for cost of living and 25th for office space affordability. The full report is at <https://wallethub.com/edu/best-states-to-start-a-business/36934/>.

## RETAIL

• **Todd Miceli** has opened a **PIRTEK** franchise in Salt Lake City. The hydraulic hose replacement sales and services company will serve various industries in Utah. PIRTEK has 70 franchises and a fleet of mobile service vehicles in the U.S. Globally, it has more than 400 locations and 2,000 vehicles in 23 countries. Miceli's experience includes owning a construction equipment

rental franchise and serving as chief financial officer for several companies.



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## TECHNOLOGY/LIFE SCIENCES

• **Utah Science, Technology and Research (USTAR)** has awarded seven **Technology Acceleration Program (TAP)** grants and seven **University Technology Acceleration Grants (UTAG)** in its latest round of funding. TAP grants support private-sector technology development by assisting technology entrepreneurs to grow ideas into revenue-producing companies. The UTAG program supports research and development of specific technologies with significant commercial potential that need additional refinement before they can be spun out from a university setting. Award amounts will be released pending final contract negotiations. TAP awardees are **Adranos Aerospace**, Payson; **Ceramatec**, Salt Lake City; **DPI-IPG**, Salt Lake City; **Emissions Based Maintenance**, Lehi; **Life-E**, Sandy; **Niivatech**, Provo; and **Wovyn**, Heber City. UTAG awardees are **Z. Zak Fang, Kai Kuck** and **Jan Miller**, University of Utah; **Dah-Jye Lee** and **Matthew Memmott**, Brigham Young University; **Irina Polejaeva**, Utah State University; and **Christopher Trappell**, Weber State University.

• **Teem**, a Salt Lake City-based developer of cloud-based meeting tools and workplace analytics, has hired **Derek Newbold** as chief technology officer. He will manage Teem's product infrastructure and will contribute to the company's overall vision and day-to-day operations. Newbold has more than 20 years of enterprise software management, architecture and development experience, most recently as chief technology officer at InMoment.

He received a bachelor's degree in computer science and software development at the University of Utah.

• **Converus**, Lehi, has announced that **Jayson Ahern** has joined its advisory board.



Jayson Ahern

Ahern has 33 years of law enforcement experience, including serving as acting head of U.S. Customs and Border Protection at the Department of Homeland Security. He is a principal and head of security services at The Chertoff Group, based in Washington, D.C.



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## TRANSPORTATION

• **Skyworks**, a Salt Lake City-based gyroaerotics company, has announced that U.S. Army **Lt. Gen. Otto J. Guenther** (Retired) has joined its strategic board of advisors. Guenther served in the Army for 34 years, including as commanding general of Communications Electronics Command (CECOM) and led the



Otto Guenther

research and development, acquisition and logistics support for all command, control, computers and communications. His final Army assignment was as the first Army chief information officer and director of information systems, command, control, communications and computers. Most recently, Guenther was sector vice president and general manager of Northrop Grumman's Tactical Systems Division. Prior to that, he was vice president and general manager for Computer Associates International's Federal Systems Group.



# CONSTRUCTING UTAH

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## Building a Better Community

Clyde Companies – the parent company of W.W. Clyde & Co., Geneva Rock Products, Sunroc Building Materials, Sunroc, and Beehive Insurance – is busy providing top-tier horizontal construction and building supplies across the intermountain west. Their 90-year reputation of quality products and services continues to materialize within Utah's nation-leading commercial, residential and industrial development.

### Delta Connection

Delta flights make up about 70 percent of the Salt Lake International Airport's total volume.

In fact, more than 16 million Delta passengers flew through Salt Lake City in 2016. That's a lot of frequent flier miles.

It's no surprise, then, that Delta operates a maintenance hangar at the Salt Lake City Airport.

The facility can fit two Boeing 757 airplanes side by side and has a parking area that can fit more planes outside the hangar.

The concrete surface surrounding the hangar has to be strong enough to remain intact even while embracing the continuous parade of 110-ton 757s and other planes being maintained by the airline.

When the current pavement hit 25 years, Delta hired Geneva Rock to replace it.

Phase one of the two-phase project began in July of 2016. Geneva Rock crews removed the concrete, rubblized it (using a machine called a guillotine concrete breaker), then harvested and reused the concrete as a base material below.

To reach 100 percent compaction – a necessary requirement for high-weight

pavement – Geneva continually rolled the site, adding moisture as needed, until the measurements met the standard.

After compaction, a six-inch layer of lean cement was placed by the concrete team and, finally, the 16-inch top layer — made of high-quality Portland Cement Concrete Pavement, or PCCP — was reinforced with 1 1/4-inch steel dowel bars between concrete segments to assist with a smooth load transfer.

Geneva Rock completed the work ahead of the original schedule, meeting the demands of the nation's second-largest airline, and keeping travelers from across the nation flying safely and smoothly.



Delta Hangar, SLC International Airport

### Making Visions A Reality; Clyde Companies Builds Community

Last month, Springville's City Council voted unanimously to accept and approve a donation agreement with Orem based Clyde Companies during the June 6, 2017 council meeting.

The \$2 million donation will be used for additional improvements for the Springville Aquatic Center which is currently under construction. Improvements will include an outdoor pool, an indoor aquatics scoreboard and video display, public art and other amenities.

In addition to accepting the donation, the Springville City Council voted to name the new facility the Clyde Recreation Center. The Clyde Recreation Center is slated to open to the public in about six months.

"This donation by Clyde Companies is a way for our business to give back to the city of Springville and the community that has supported our businesses since my grandfather, W.W. Clyde, started here in

Springville over 90 years ago," said Wilford Clyde, Chairman and CEO of Clyde Companies, who also serves as mayor of Springville. "We are honored to continue the Clyde mission of Building a Better Community, and feel confident that this donation will leave a lasting impact in our community for many years."

The Clyde Recreation Center is currently under construction and is scheduled for completion at the end of 2017. More information on the facility is available at [Springville.org](http://Springville.org).



Clyde Recreation Center, Springville

### Top Contractors Partner On Massive Project

In what the Utah Department of Transportation is calling its 'No. 1 project of 2017', the Bangerter Highway Interchanges project is sure to improve the daily commute for thousands of Utahns.

The project is a simultaneous construction of five new interchanges on Bangerter Highway that will transform the roadway into an expressway with freeway-style interchanges. With the state's population expected to double in the next 35 years, these improvements will ultimately allow UDOT to meet the growing transportation need in the southwest Salt Lake Valley.

Ralph L. Wadsworth and W.W. Clyde & Co. were awarded the construction contract as a joint venture collaboration, allowing each company to provide its specialties to produce a top-of-the-line end product.

The new interchanges are being built at 5400 South, 7000 South, 9000 South, and 11400 South, along with an interchange previously under construction at 600 West.

Construction started in early May. Project teams plan to have 7000 South and 600 West interchanges finished this year, with full project completion expected in the fall of 2018.



Bangerter Highway Interchange

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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](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## July 17, 11 a.m.-1 p.m.

**Start of “25K Jobs” Launch Tour**, focusing on Gov. Gary Herbert’s challenge to create 25,000 jobs in rural Utah during the next four years. Location is USU-Brigham City, 989 S. Main St., Brigham City. Free. Similar events take place July 17, 4-6 p.m., at the Historic Courthouse, 199 N. Main St., Logan; July 18, 11 a.m.-1 p.m., in Rich County and 4-6 p.m. in Summit County; Aug. 2, 11 a.m.-1 p.m., in Beaver County and 4-6 p.m. in Washington County; Aug. 3, 4-6 p.m., in Iron County; Aug. 9, 11 a.m.-1 p.m., in Emery County and 4-6 p.m. in Carbon County; Aug. 10, 11 a.m.-1 p.m., in Grand County and 4-6 p.m. in San Juan County; Aug. 22, 4-6 p.m., in Wasatch County; Aug. 23, noon-2 p.m., in Daggett County and 4-6 p.m. in Uintah County; Sept. 5, 11 a.m.-1 p.m., in Juab County and 4-6 p.m. in Millard County; Sept. 6, 4-6 p.m., in Tooele County; Sept. 25, 11 a.m.-1 p.m., in Kane County and 4-6 p.m., in Garfield County; and Sept. 26, 11 a.m.-1 p.m., in Piute County and 4-6 p.m. in Wayne County. Exact locations to be announced. Details are at [www.25kjobs.com](http://www.25kjobs.com).

## 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](http://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 [davischamberofcommerce.com](http://davischamberofcommerce.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](http://ogdenweberchamber.com).

## July 18, noon-1 p.m.

**LinkedIn Luncheon**, a Utah Valley Chamber event. Speaker Kate Bowcut, a chamber development executive, will discuss tips to make a LinkedIn profile more marketable. Location is Mimi’s Café, 304 E. University Parkway, Orem. Details are at [thechamber.org](http://thechamber.org).

## 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](http://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](http://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](http://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](http://westjordanchamber.com).

## July 20, noon-1 p.m.

**Product Hunt Meetup**, a Big Door event featuring a chance to test trending products and give founding teams user feedback. Companies include Discrete, Power Practical, Instafire, Khione Outdoor Gear, Wildhorn Outfitters and Bear Butt. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at <http://www.bigdoor-network.com/july-product-hunt-utah-meetup-17/>.

## July 20, 5:30-7:30 p.m.

**Contactos**, a Utah Hispanic Chamber of Commerce networking event. Location is Maria’s Mexican Restaurant, 1479 E. 5600 S., Ogden. Details are at <http://www.utahhcc.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](http://murraychamber.org).

## July 26-29

**Outdoor Retailer Summer Market**, a trade show not open to the general public. Location is Salt Palace Convention Center, 100 S. West Temple. Details are at <http://www.outdoorretailer.com/>.

## 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](http://wtcutah.com).

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

**Multi-Chamber Luncheon Series**, hosted by the South Salt Lake Chamber. Speaker James E. Lamadrid, FBI cybersecurity supervisory special agent, will discuss “Cyber Crimes.” Location is Jordan Valley Water Conservancy District, 8215 S. 1300 W., West Jordan. Cost is \$20 with advance registration, \$30 at the door. Details are at [sslchamber.com](http://sslchamber.com).

## July 27, 5:30 p.m.

**Contactos**, a Utah Hispanic Chamber of Commerce networking event. Location is 244 S. 300 N., Suite 100, Salt Lake City. Free. Details are at <http://www.utahhcc.com>.

## 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. Speaker is Richard Snelgrove, Murray mayoral candidate. 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](http://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](http://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 [davischamberofcommerce.com](http://davischamberofcommerce.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](http://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](http://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](http://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](http://thechamber.org).

## 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](http://slchamber.com).

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

**Annual Member-Only 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](http://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](http://sandychamber.com).

## Aug. 10, 11:30 a.m.-1 p.m.

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker is Nintel Rasmuson of Operation Vet Support. Location is Prohibition, Fashion Place Mall, 151 E. 6100 S., Murray. Cost is \$15 for members, \$20 for guests. Details are at [murraychamber.org](http://murraychamber.org).

## 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 \$84 through Aug. 9, \$100 the day of the event. Details are at [slchamber.com](http://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.,



## CALENDAR

from page 11

Murray. Free (pay if ordering from the menu). Open to the public. Details are at [murraychamber.org](http://murraychamber.org).

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

**Women in Business 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.com](http://ogdenweberchamber.com).

### 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

**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](mailto:mining@utahmining.org).

### 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](http://davischamberofcommerce.com).

### Aug. 16

**Ogden-Weber Chamber of Commerce Golf Classic**. Location is Mount Ogden Golf

Course, 1787 Constitution Way, Ogden. Sponsorships are available. Details are at [ogdenweberchamber.com](http://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](http://utahtech.org). Registration can be completed at [Eventbrite.com](http://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.com](http://slchamber.com).

### 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](http://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](http://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](http://ogdenweberchamber.com).

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

**Women in Business 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](http://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](http://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](http://utahtech.org). Registration can be completed at [Eventbrite.com](http://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/trainings>.

### 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. 24, 7:30 a.m.-2 p.m.

**Utah Solutions Summit**, presented by U.S. Sen. Mike Lee, R-Utah, and the Salt Lake Chamber. Location is the Eccles Theater, 131 S. Main St., Salt Lake City. Cost is \$40. Sponsorships are available. Details are at [www.utahsolutionsummit.com](http://www.utahsolutionsummit.com).

### Aug. 25-26

**First-Ever Utah Done Summit and National Drone Races**, featuring new products, advances in security and safety, technical breakthroughs in design and navigation, and recruitment opportunities for drone pilots and engineers. Location is Salt Palace Convention Center, 100 S. West Temple. Summit will include a MultiGP Drone Racing League event featuring up to 100 of the nation's best drone pilots. Ogden-Hinckley Airport also will host live commercial and military drone demonstrations. Details are at <http://register.worldtekevents.com/events/utah-drone>.

### 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](http://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 early-bird members, \$10 for members after Aug. 17, \$15 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

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

**Utah Outdoor Recreation Summit**, a gathering of outdoor 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](http://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](http://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](http://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](http://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

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## Opinion

# Celebrating our independence - from the Export-Import Bank

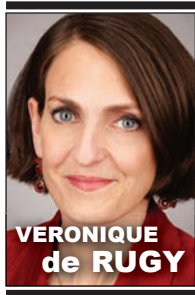
This month, we not only celebrate our country's independence from the British but also celebrate the second anniversary of our freedom from the Export-Import Bank.

In an imperfect environment where cronyism — that's the unhealthy relationship between government and businesses — runs rampant, the fact that Boeing, General Electric and other giant manufacturers haven't been able to benefit from taxpayer-backed loans for the past two years is a huge victory. For the first five months of that period, the bank's charter had actually expired. But even since it was renewed, it hasn't been able to extend loans above \$10 million.

Pres. Donald Trump wants to restore the bank's full lending power, but it's actually time to slay the beast. That's what Rep. Justin Amash, R-Michigan — alongside Republican Reps. Dave Brat of Virginia, Ken Buck of Colorado, Michael Burgess of Texas, Scott DesJarlais of Tennessee, Walter Jones of North Carolina, Jim Jordan of Ohio, Raul Labrador of Idaho, Thomas Massie of Kentucky and Tom McClintock of California — wants to do by reintroducing a bill to terminate the Ex-Im Bank once

and for all. Within 30 days of the bill's passage, the agency would have to stop accepting new loan applications.

Though there was no doubt that the top 10 beneficiaries of Ex-Im would survive without the government perk — they benefited from 65 percent of the bank's activities — it's worth wondering what has happened since July 1, 2015.



VERONIQUE  
de RUGY

First, companies on the top 10 beneficiaries list haven't been doing any better or worse without Ex-Im. Take Boeing, for example. It is the No. 1 beneficiary of the bank and has continued to prosper and sell commercial planes all over the world. No surprise here, because 90 percent of Boeing planes were sold without any help from Ex-Im.

Boeing's market cap has also grown from \$99 billion in June 2015 to roughly \$120 billion. Though I can't say that Boeing wouldn't be even richer and bigger with full Ex-Im support, it's clearly doing well. It's also the case that it's not the role of the federal government to prop up the profits of private giants with subsidies.

The company has been doing well

against its competitor Airbus, in part because of the European maker's problem selling its A380 superjumbo. And in the end, this is what this business is all about. If you make a plane that no one wants to buy at a given price, no subsidies will change that.

In addition, Airbus hasn't been able to soak in as much in subsidies as usual, either, because the U.K.'s Serious Fraud Office has launched a criminal investigation into the dealings of Airbus because of allegations of bribery, fraud and corruption. It shows that the world will continue to produce commercial planes even if Airbus and Boeing sales aren't subsidized by taxpayers.

That's because the foreign airlines that received Ex-Im's cheap loans could typically get credit and find lenders without an Ex-Im guarantee, could afford to buy planes without the subsidies and didn't decide to buy a plane based on the existence of the subsidies.

U.S. exports in general don't seem to have been affected by the end of Ex-Im, either. Monthly trade numbers from the U.S. Commerce Department show a downward shift in U.S. merchandise exports beginning in January 2015 — six months

before the bank's charter expired. The slowdown also seems to affect service exports, which would indicate that Ex-Im funding was not the explanatory variable.

Also, the 2017 data, when compared with the data from the same period in 2016, show exports rebounding without any change in the status of Ex-Im. As my colleague Dan Griswold, the co-director of the Mercatus Center's Program on the American Economy and Globalization and who gave me this data, noted, "The bottom line is that U.S. export growth was decelerating beginning in 2012 and has picked up again in 2017, driven mostly by global growth rates. The Export-Import Bank's status was simply not a factor."

This isn't too surprising. Economists have shown that export subsidies do very little to affect the balance of trade. It's time we secure our full independence from the Export-Import Bank by ending it. But until that happens, we can still celebrate its dormant state.

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

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# Conventional wisdom just may not be the way to handle N. Korea

In Washington, there is a conventional wisdom on North Korea that spans both parties and much of elite opinion. It goes roughly like this: "North Korea is the world's most bizarre country, run by a crackpot dictator with a strange haircut. He is unpredictable and irrational and cannot be negotiated with. Eventually this weird and cruel regime will collapse. Meanwhile, the only solution is more and more pressure."

But what if the conventional wisdom is wrong?

The North Korean regime has survived for almost seven decades, preserving not just its basic form of government but also its family dynasty — father to son to grandson. It has persisted through the fall of the Soviet Union and its communist satellites, the Orange Revolution, the Arab Spring and the demise of other Asian dictatorships, from South Korea to Taiwan to Indonesia.

The Kim dynasty has been able to achieve striking success in its primary objective — survival. Of course, this is because it rules in a brutal and oppressive fashion, but so did many other regimes, from Romania to Syria to Myanmar. But somehow North Korea has maintained its system.

Kim Jong Un is a young man but has been highly effective at preserving his authority. He has secured the support of the military and sidelined or killed anyone who threatened his grip on power — including his uncle and, allegedly, his half-brother.

Look at the world from North Korea's perspective. The regime saw the collapse of

the Soviet empire and an even more unsettling transformation in China, which went from being a fiery ideological soul mate to a pragmatic trading state that has eagerly integrated into world markets. These days, Beijing seems to view Pyongyang as a nuisance and China now often votes to condemn and sanction North Korea at the United Nations.

And the world's most powerful country has made clear that North Korea is destined for the ash heap of history. After 9/11, when the U.S. was attacked by Islamist terrorists emanating from the Middle East, George W. Bush announced that the United

States would no longer tolerate an "axis of evil" comprising Iraq, Iran — and North Korea. It invaded Iraq. Current U.S. policy toward Iran, Secretary of State Rex Tillerson recently said, is to "work toward support of those elements inside of Iran that would lead to a peaceful transition of that government." And regarding North Korea, Donald Trump wants China to "end this nonsense once and for all," which again can only mean getting rid of the Kim government in some way.

So, the North Korean regime has tried to buy insurance. And in the realm of international affairs, the best insurance is having a nuclear capacity. Pyongyang knows that it has a large enough army and the Korean theater of war is so small and dense that a conventional war would be unthinkable, producing hundreds of thousands of casualties and millions of refugees pouring into China and South Korea. North Korea has accurately calculated that China and South

Korea are more terrified of the chaos that would follow its collapse than of its nuclear arsenal.

Perhaps the right way to look at North Korea is as a smart, rational, calculating government that is functioning shrewdly, given its priority of regime survival. More pressure only strengthens its resolve to buy even more insurance. How to handle it under these circumstances?

The first way to break the logjam in U.S. policy would be to convince China to put real pressure on its ally. That won't happen by serving President Xi Jinping chocolate cake at Mar-a-Lago. Beijing faces an understandable nightmare — under sanc-

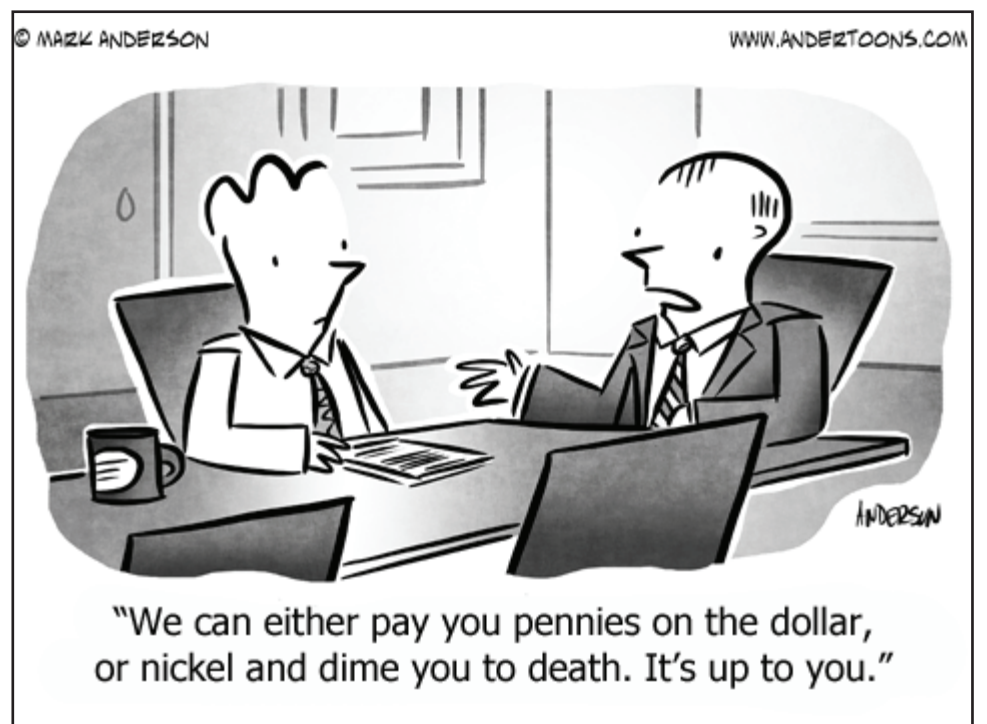
tions and pressure, North Korea collapses and the newly unified country becomes a giant version of South Korea, with a defense treaty with Washington, nearly 30,000 American troops and possibly dozens of Pyongyang's nuclear weapons — all on China's border.

Washington will have to promise Beijing now that in the event of unification, it would withdraw its troops, change the nature of its treaty relationship with the new Korea and, working with China, eliminate Korea's nuclear arsenal.

see ZAKARIA page 19



FAREED  
ZAKARIA





## Opinion

# Want lower healthcare costs? Get rid of the insurance companies

For decades I ran a small business that employed 45 people — give or take a few. When I took over the family business, the cost of healthcare for our employees was insignificant. According to the Henry J. Kaiser Family Foundation, the annual cost of healthcare for each citizen in America was \$356 in 1970. In 2016, the cost of healthcare for each American was \$10,545. Now, that's significant, folks!

Five years ago, my children put me on a permanent sabbatical and changed the locks on the door of the shop. I then became involved in trying to help small businesses reduce their cost of healthcare. People at the University of Utah Health Sciences asked me to participate in a project to change healthcare for the better. We had a number of meetings that included a group of so-called "experts" in the field of medicine. The best ideas that came out of the effort, I thought, was bundled pricing and patient-centered care. There were no

answers proposed on how to reduce the cost of small-business healthcare.

I just read an article in the *Wall Street Journal* titled "Insurers' Policy Warnings Raise Stakes in Health Fight" that informed us: "Hundreds of thousands of consumers across the country are getting letters from insurers warning that their health plans bought under the Affordable Care Act will be terminated at year-end, raising the alarm at a politically sensitive moment when Senate Republicans are struggling with trying to pass their own healthcare legislation." Now is the time to enforce a "shot clock" on our Washington congressional delegation to create an effective healthcare plan for the nation.

When it comes to healthcare, everything is cheaper in the rest of the world. Global doctors, hospitals, clinics and prescription drug companies charge less than their U.S. counterparts. For example, primary-care doctors in Germany earn \$120,000 a year before taxes. That's about one-third less

than the U.S. average.

But high salaries, costly medications, etc., are only part of the reason why America spends twice as much on healthcare than the rest of the world. The U.S. is on a fee-for-service payment plan, which means the more services you provide, the more fees you get.

The only possible restraint on our present system is for insurance companies to tell the healthcare system not to charge so much and not to provide unneeded services. Do you think that they really want to do that? I don't. So, let's take insurance companies out of the equation.

So, here's our plan, folks. Each state will contract directly with its healthcare providers to provide quarterly healthcare for those individuals — 10 percent of the population — who are not on employer-sponsored healthcare plans, Medicaid, CHIP or Medicare. If the providers run out of money two weeks before the end of the quarter, so be it. The feds can do the same thing with Medicaid, CHIP and Medicare. This covers another 30 percent of our popu-

lation. Employers can also contract directly with healthcare providers, which covers the rest of the 60 percent of our citizens.

As an employer or part of an employer group, I would contract with our local providers to provide our employees with all their healthcare needs. For this service, I would pay a quarterly fee for each employee. Again, if a provider runs out of money, that's just too bad. This is a powerful incentive for the healthcare system to provide only the services that are needed. Rather than health insurance sales reps calling on me, it would be healthcare providers' sales reps calling on me.

This concept is being used over and over by industry. In my case, it was called a "guaranteed maintenance agreement." Our customers paid for all consumables and we paid for the maintenance of the equipment and any breakdowns. That's not a bad way of doing things.

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



**ROBERT PEMBROKE**

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## AMAZON

from page 1

west Quadrant will be a significant economic driver to attract new high-paying jobs and diversify our economy."

"We extend a warm welcome to Amazon and its new fulfillment center," said Salt Lake City Mayor Jackie Biskupski. "We consider this a perfect pairing, as Amazon and Salt Lake City are both known for our customer service and ease of doing business. We are very excited for the 1,500 new full-time jobs Amazon will create in our community, and look forward to a long future of working together."

City officials said Amazon is the first major business to announce plans to locate in the Northwest Quadrant, which straddles Interstate 80 west of the Salt Lake City International Airport and 4000 West to the western city limits (about 8800 West) and from 2100 South to the northern city limits. The future state prison will be on 300 acres of the site, leaving nearly 4,000 acres to be preserved as

open space and 3,670 acres targeted as an employment, light industrial and manufacturing center. In February, UPS broke ground on an 840,000-square-foot regional distribution center adjacent to the Northwest Quadrant boundary.

In June, Amazon Fulfillment Services Inc. was approved for a \$5.6 million incentive by the Governor's Office of Economic Development (GOED) board, with the incentive tied to the creation of 130 high-paying jobs. Amazon indicated at the time that the facility would result in several hundred jobs.

GOED documents indicated that the project would result in \$85.5 million in wages over eight years and \$28.4 million in new state tax revenues during that period. Herbert said then that Utah had been competing with at least six other states for the project and that having Amazon in Utah will help the state attract more companies.

"This is an incredible 'get' for Salt Lake City and the state of Utah, and we couldn't be more excited to host Amazon in this project," Biskupski said. "I knew that by making economic development

a key piece of my administration, our city would see big dividends. Salt Lake City and Amazon are the perfect match. We are both focused on excellent customer service, resiliency, investment in employment, and on our local community."

City officials started working with Amazon on the project in December. Biskupski and Lara Fritts, the city's economic development director, along with officials from GOED and the Economic Development Corporation of Utah, visited the company's Seattle headquarters in early March.

"I was sure we could sell Salt Lake City with its unique beauty; relatively low cost of living; and our educated, dedicated workforce," Biskupski said. "But the added value has been our commitment to developing the Northwest Quadrant, and our customer-centered city employees. We are truly stepping up and revolutionizing the way business is done and won in Salt Lake City."

The project is being developed in a partnership between Seefried Industrial Properties and an affiliate of USAA Real Estate Co.

## HOME PRICES

from page 3

ing the rental market, where overall single-family rent inflation was 3.1 percent on a year-over-year basis in May of this year compared with May of last year. Rents in the affordable single-family rental segment (defined as properties with rents less than 75 percent of the regional median rent) increased 4.7 percent over the same time, well above the pace of overall inflation."

"For current homeowners, the strong run-up in prices has boosted home equity and, in some cases, spending," said Frank Martell, president and CEO of CoreLogic. "For renters and potential

first-time homebuyers, it is not such a pretty picture. With price appreciation and rental inflation outstripping income growth, affordability is destined to become a bigger issue in most markets."

CoreLogic also reported that 3.2 percent of mortgages in the Salt Lake market were in some stage of delinquency (30 days or more past due, including those in foreclosure) in April, which represented a decrease of 0.4 percentage points. The monthly Loan Performance Insights Report showed that nationally, 4.8 percent of mortgages were delinquent. This represents a 0.5 percentage point decline in the overall delinquency rate compared with April 2016 when it was 5.3 percent.

## ARTS

from page 1

million in Iron County and \$31.3 million in Logan. Estimated spending by audiences totaled \$62.8 million in Iron County and \$13.75 million in Logan. Spending by organizations was \$13.3 million in Iron County and \$17.57 million in Logan. The industry supported 1,955 full-time-equivalent jobs in Iron County and 1,104 in Logan. Resident household income generated totaled \$34.3 million in Iron County and \$17.35 million in Logan. State government revenue generated was \$3.57 million in Iron County and \$1.24 million in Logan, while local government revenue totaled \$3.45 million in

Iron County and \$1.45 million in Logan.

Nationally, the study reveals that the nonprofit arts industry produces \$166.3 billion in economic activity, including \$63.8 billion in spending by organizations and \$102.5 billion in audience spending. It supports 4.6 million jobs and generates \$27.5 billion in federal, state and local tax revenues.

The study was conducted by Americans for the Arts and supported by The Ruth Lilly Fund of Americans for the Arts. Americans for the Arts' local, regional and statewide project partners contributed both time and financial support to the study. Economic figures for the studied communities are listed at <http://www.AmericansForTheArts.org/AEP5Partners>.



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## CALENDAR

from page 12

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 Touns, 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 Hirotohi 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.

### 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 non-members. 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, 8 a.m.-2 p.m.

**Women Empowered Conference.** Location is Weber State University-Davis 2750 University Park Blvd., Layton. Details are at ogdenweberchamber.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.

### Oct. 3-4, 8 a.m.-2 p.m.

**Utah Outdoor Recreation Summit**, a gathering of outdoor industry leaders, county and city officials, user groups and public land managers to focus on Utah's outdoor recreation. Location is Ruby's Inn, 26 S. Main St., Bryce Canyon. Another regional summit takes place Aug. 30-31 at Snowbird Ski and Summer Resort, 9385 Snowbird Center Trail, Sandy. Early-bird registration is \$100 for two summits, \$60 for each summit. Registration can be completed at utahoutdoorsummit.com.

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

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

### Oct. 4, 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

see CALENDAR page 19

## Always stay AWARE when driving near construction work zones

According to the Federal Highway Administration, each year approximately 750 people lose their lives in work-zone crashes. The majority of these are construction laborers, heavy truck and tractor-trailer drivers, construction equipment operators, front-line supervisors of construction and extraction workers and highway maintenance workers. That's an average of two people per day.

The most common factors causing fatalities on Utah roads last year were unrestrained, aggressive driving; drugs and alcohol; and distracted driving. In 2013, Oldcastle Materials recognized the need for more awareness around the dangers of work-zone safety when the company lost four of its employees in various locations across the United States due to crashes involving distracted drivers. Three of the four employees lost their lives within an 18-hour period. In response to these very tragic work-zone intrusions that ultimately resulted in fatalities, Oldcastle Materials developed a safety system called Advanced Warning and Risk Evasion (AWARE).

AWARE uses technology designed to save soldiers' lives and has the capability to prevent work-zone intrusions by warning workers of impending danger to keep them safe. The safety system operates using GPS coordinates and radar to detect objects speeding toward a work zone. The system notifies the motoring public of a work-zone intrusion via bright flashing lights and sirens, while at the same time warning workers in the work zone by means of a wearable device that vibrates and sounds an audible alert. Currently, Staker Parson Companies is piloting the AWARE safety system on two job sites in Utah.

Summertime is peak construction season across the state and the time of year where collectively, those across our industry are working the most. This also means that exposure to risk is at its highest. In Utah, most crashes occur on Interstate 15, U.S. Route 89 and Interstate 80, where the bulk of Utah's traffic and highway construction activity occurs. Staker Parson Companies worked approximately 3.3 million hours between May and November last year across 20 to 30 projects, where, at any given time, there is a real and present danger of work-zone intrusions from vehicles. Major holidays are also times that present increased risk and require extra vigilance with the Pioneer Day holiday fatalities reaching into the double digits.

"At Staker Parson Companies, we are a family of families and we value making safety our family business. Work-zone safety is a continued area of focus for us because work-zone intrusions are one of the most severe hazards our employees are exposed to. When you pass construction road workers, please stay aware and drive like we are your family, too," said Chris Kinnersley, vice president of health, safety, environmental and human resources.

Staker Parson is part of Oldcastle Materials, North America's leading vertically integrated supplier of asphalt, aggregates, cement, ready-mix concrete and paving and construction services.

*Cami Dellamore is the marketing coordinator for Staker Parson Companies. She graduated from University of Phoenix with a bachelor's degree in business management and marketing. She's been with Staker Parson Companies for four years.*





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## 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

## ZAKARIA

from page 14

But pressure will work only if there is also some reason for North Korea to make concessions. Pyongyang has indicated in the past that it seeks a formal end to the Korean War (Washington signed only an armistice in 1953), a recognition of the regime and the lifting of sanctions. Obviously none of this should be offered right now, but there is no harm in talking to Pyongyang and searching for ways to trade some of these concessions for the complete eradication of the nuclear program.

It's a bitter pill for Washington to swallow, but the alternative is to hope that China will act against its interests and crush its ally, or that North Korea will finally collapse. But hope is not a strategy.

Fareed Zakaria's email address is [comments@fareedzakaria.com](mailto:comments@fareedzakaria.com).

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## CALENDAR

from page 17

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](http://slchamber.com).

### **Oct. 6, Oct. 13, 8 a.m.-1 p.m.**

**Government Affairs Bootcamp**, a two-day Salt Lake Chamber event designed for new and experienced government affairs professionals, company executives and public policy advocates to improve their efficacy and understanding of advocating in the state of Utah.

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## CAREERS

### ENGINEERING MANAGERS

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Location is State Capitol, Board Room, 350 State St., Salt Lake City. Cost is \$500 for chamber members, \$750 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

### **Oct. 10, 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](http://slchamber.com).

### **Oct. 17, 7:30 a.m.-2 p.m.**

**Utah Global Forum**, with the theme "Prosperity Through Diversity" and focusing on moving Utah businesses to the global business stage and meeting the challenges of today's business environment. Forum also focuses on foreign direct investment in Utah. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$75. Details are at [slchamber.com](http://slchamber.com).

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

**Business Alliance Networking Luncheon**, a Davis

Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### **Oct. 18, 3-5 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](http://slchamber.com).

### **Oct. 24, noon-1:30 p.m.**

**"Lunch and Learn Series: Search Engine Optimization."** The Lunch and Learn Series is a collaboration between the Women's Business Center and the Professional Education Department at the University of Utah. Location is the Salt Lake Chamber, 175 E. 400 S., Suite

### TECHNICAL

**Oracle America, Inc.** has openings for **Technical Analyst - Support** positions in Lehi, UT. Job duties include: Deliver solutions to the Oracle customer base while serving as an advocate for customer needs. Offer strategic technical support to assure the highest level of customer satisfaction. Apply by e-mailing resume to [harshal.patil@oracle.com](mailto:harshal.patil@oracle.com), referencing 385.18930. Oracle supports workforce diversity.

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### TECHNICAL

**Oracle America, Inc.** has openings for **Technical Analyst** positions in Lehi, UT. Job duties include: Deliver solutions to the Oracle customer base while serving as an advocate for customer needs. Offer strategic technical support to assure the highest level of customer satisfaction. Apply by e-mailing resume to [himesh.chaudhari@oracle.com](mailto:himesh.chaudhari@oracle.com), referencing 385.19493. Oracle supports workforce diversity.

### TECHNICAL

**Oracle America, Inc.** has openings for **Technical Analyst-Support** positions in Lehi, Utah. Job duties include: deliver solutions to the Oracle customer base while serving as an advocate for customer needs; offer strategic technical support to assure the highest level of customer satisfaction. Apply by e-mailing resume to [scott.swensen@oracle.com](mailto:scott.swensen@oracle.com), referencing 385.19800. Oracle supports workforce diversity.

600, Salt Lake City. Cost is \$40. Details are at [slchamber.com](http://slchamber.com).

### **Oct. 26, 5-7 p.m.**

**Business After Hours**, a Salt Lake Chamber event. Location is Hotel RL, 161 W. 600 S., Salt Lake City. Cost is \$7 for early-bird members, \$10 for members, \$15 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

### **Oct. 29-Nov. 1**

**11th Annual Algae Biomass Summit**, an Algae Biomass

Organization event featuring discussions about the impact that the latest advances in algae commercialization and research are having on agriculture, food and nutrition markets, carbon and water management, advanced materials, energy and more. Event includes plenary sessions with keynotes and panel discussions, plus break-out sessions and a poster display. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details are at [algaebiomasssummit.org](http://algaebiomasssummit.org).





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