

## OF NOTE



### A tent for your wedding

Park City-based Backcountry has entered into a partnership with online wedding company Zola that allows engaged couples to register to receive outdoor gear. Since 2014, popularity of gifts from the outdoor category has skyrocketed, the new partners have found. "Millennial couples want to register for gifts they will actually use," said Zola CEO Shan-Lyn Ma.

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A development called "The Exchange" is shown in this design concept rendering. The project, expected to break ground next fall, will be developed by Downtown SLC Partners LLC, a joint venture between Giv Development and Domain Cos. It will sit on 2.24 acres on the 300 East block of 400 South in Salt Lake City, on the former site of Barnes Bank and Salt Lake Roasting Co.

## Developer picked for downtown commercial, residential project

**Brice Wallace**  
The Enterprise

Development of a project called "The Exchange" is advancing with the selection of developers by Salt Lake City.

Downtown SLC Partners LLC, a joint venture between Giv Development and Domain Cos., was the winner of a request for proposals to develop the former site of Barnes Bank and Salt Lake Roasting Co. The Exchange will occupy 2.24 acres on the

300 East block of 400 South.

"This exciting project will help us increase quality, affordable housing and grow local businesses," said Mayor Jackie Biskupski. "A strong and vibrant Salt Lake City absolutely depends on diverse and truly affordable housing opportunities, and we will continue to lead out and support ways to make that happen."

Groundbreaking is expected to occur in

**see EXCHANGE pg. 2**

## Need a new car? You can now shop for one at Overstock.com

Salt Lake City-based Internet retailer Overstock.com Inc. has launched a new online car-buying platform, Cars by Overstock. According to a release from the online giant, the platform helps customers navigate every aspect of the car-buying process, starting with the ability to research their purchase using up-to-date vehicle data, popular articles and in-depth video reviews.

Research data and editorial content for in-depth automotive research is provided through a partnership with TEN — The

Enthusiast Network — and its automotive brand *Motor Trend*.

Once their research is completed, customers can search Cars by Overstock's database of nearly 4 million new, used and certified cars from thousands of dealers across the country before negotiating directly with the dealer — in some cases in complete anonymity. Vehicle protection plans for qualified new or used cars from trusted warranty

**see OVERSTOCK pg. 2**

## Home prices continue steady climb in Utah

If you're holding on to that home, hoping for the value to keep going up, the most recent home price report from property information and analytics provider CoreLogic has good news for you. The CoreLogic Home Price Index (HPI) for the Wasatch Front showed a 2.2 percent increase from May to June — twice the nationwide hike of 1.1 percent.

That means home prices are now 11.4 percent ahead of last year at this time. Across the U.S., prices are up 6.7 percent for the same period. All of the sales prices reported by CoreLogic include distressed sales such as foreclosures and short sales.

Looking ahead, the CoreLogic HPI Forecast predicts that U.S. home prices will increase by 5.2 percent on a year-over-year basis from this June to June 2018, and on a month-over-month basis home prices are expected to increase by 0.6 percent from June to July. The CoreLogic HPI Forecast is a projection of home prices using the CoreLogic HPI and other economic variables. Values are derived from state-level forecasts by weighting indices according to the number of owner-occupied households for each state.

"The growth in sales is slowing down and this is not due to lack of affordability, but rather a lack of inventory," said Frank Nothaft, chief economist for CoreLogic. "As of Q2 2017, the unsold inventory as a share of all households is 1.9 percent, which is the lowest Q2 reading in over 30 years."

"Home prices are marching ever higher, up almost 50 percent since the trough in March 2011. With no end to the escalation in sight, affordability is rapidly deteriorating nationally and especially in some key markets such as Denver, Houston, Miami and Washington," said Frank Martell, president and CEO of CoreLogic. "While low mortgage rates are keeping the market affordable from a monthly payment perspective, affordability will likely become a much bigger challenge in the years ahead until the industry resolves the housing supply challenge."



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# Salt Lake City officials take next steps in establishing 'Cultural Core'

**Brice Wallace**

*The Enterprise*

Salt Lake City and Salt Lake County are taking the next steps in an effort to market downtown Salt Lake City as a "Cultural Core."

Work on the joint project for enhancing and promoting arts, culture and entertainment in the area started in December 2010, and last week city and county leaders announced that Down-

town SLC Presents will lead the activities.

Downtown SLC Presents, part of Downtown Alliance, works to promote cultural and artistic experiences in downtown Salt Lake City through a variety of activities and programs, with projects that include the EVE WinterFest, Downtown Art & Craft Market, Jingle Bus, holiday lighting, Downtown Garden Stroll and a banner program.

In 2010, the city and county entered into an agreement set-

ting up a sales tax-based funding mechanism to pump \$10 million over 20 years into the development, marketing, branding and improving of arts and cultural activities in Salt Lake City. Last winter, the city and county councils voted unanimously to adopt the Cultural Core Action Plan for providing a strategy for capitalizing on the funds.

The Cultural Core is 600 West to 400 East, and North Temple to 400 South. The program will focus on enhancing estab-

lished arts and cultural programs and venues as well as newer and eclectic art and the creatives.

Cultural Core goals include:

- Celebrating and promoting Salt Lake's array of arts and cultural activities and experiences.
- Expanding and diversifying audiences for Salt Lake's arts and culture.
- Enhancing Salt Lake's brand and supporting increased visitation from the region and Intermountain West.
- Enriching the urban experience and sense of place.
- Fostering downtown as an inclusive, diverse and welcoming place.
- Supporting increased collaboration and creative development among Salt Lake's creative community.
- Supporting downtown residential development and enhancing the downtown business environment.

Additional details about the Cultural Core are at <http://www.slcdocs.com/culcore/ccpap.pdf>.

[slcdocs.com/culcore/ccpap.pdf](http://slcdocs.com/culcore/ccpap.pdf).

During a recent "State of Downtown" media gathering, Jason Mathis, executive director of the alliance, said the organization will emphasize in its marketing the many unique arts and entertainment options available downtown. The announcement was augmented by a statewide survey about perceptions and attitudes commissioned by the alliance that indicates that arts and entertainment — dining, events, festivals, theater and nightlife — are the main draw for people coming downtown.

In July, Americans for the Arts released the results of a study indicating that arts and culture have a \$306.6 million annual impact in Salt Lake City. The study indicated that the industry in Salt Lake City supports 10,479 full-time equivalent jobs and generates \$27.9 million in local and state government revenues, with figures based on the 2015 fiscal year.

## EXCHANGE

*from page 1*

autumn 2018. Design concepts call for one building to contain seven stories of residential housing over two stories of retail and parking, and one story of below-ground parking. A second building will have three stories of office space over one story of retail and parking, with another section having four stories of residential over one story of parking. The latter building will contain "The Shop at Salt Lake City," consisting of 30,741 square feet of co-working and business incubator space designed to stimulate entrepreneurship, small-business development and community engagement.

In all, The Exchange will have 196 affordable apartments and 216 market-rate apartments. The ground floor will have more than 20,000 square feet of street-front retail, anchored by an international food hall and marketplace in partnership with the International Rescue Commit-

tee's Spice Kitchen business incubator program.

A public plaza with art and amenities also is part of the development. Downtown SLC Partners LLC's proposal highlights the use of art and green space and commitment to energy efficiency while creating a design that compliments existing structures, according to the city.

The city envisions The Exchange as a key element of development along 400 South near the Public Safety Building and the City Library.

"The Exchange as endcap to Salt Lake's iconic, multi-block civic square brought a unique responsibility to the design," said Chris Parker, Giv Development's executive director. "We hoped to create a place that lived up to that, one where people from all incomes and backgrounds could enjoy living, working and being in."

Giv Development is based in Salt Lake City. Domain Cos. is based in New York City and The Exchange represents its first Utah project.

"The Domain Cos. believes that successful development engages entire communities," said Matthew Schwartz, a Domain principal. "We're excited to become a part of the Salt Lake City community, where a dynamic and thriving entrepreneurial ecosystem continues to support diverse economic growth."

"The Exchange is the first of many developments that Domain plans to pursue in Salt Lake, and we look forward to making a positive impact on the city for years to come."

Melissa Jensen, director of housing and neighborhood development for the city, said affordability is a key component of the project.

"The Exchange represents what is possible when you combine partnership and creativity," Jensen said. "Not only is The Exchange providing a wide range of affordability, it also invests in local business. This joint venture represents where the city is going and our commitment to partnerships that create vibrant and affordable neighborhoods."

## OVERSTOCK

*from page 1*

providers are also available at the site, the statement said.

The Cars by Overstock platform also provides financing and refinancing tools so that customers can find competitive financing. Comprehensive insurance offerings are due on the site soon, Overstock said.

"We designed Cars by Overstock to provide the most full-service online car-buying experience available," said Patrick M. Byrne, Overstock's CEO and

founder. "Our process enables a consumer to conduct superb research efficiently, enter into negotiations, purchase warranty plans and obtain financing. With Cars by Overstock, we've provided a safe and fair platform for both consumers and dealers from a trusted brand with nearly two decades of experience helping customers use technology to find exactly what they want, for less."

"This partnership is a groundbreaking solution to deliver *Motor Trend's* automotive data, research, content and insight to a new audience in a new format," said TEN's president of automotive Scott Bailey. "Going beyond the traditional retail elements that Overstock.com does so well, we're excited to bring a wealth of content that in-market shoppers can utilize to enhance the auto shopping and research experience."

Cars by Overstock is seen as its own tab on Overstock.com.

Overstock.com Inc. sells a broad range of products including furniture, rugs, bedding, electronics, clothing and jewelry. Additional stores within Overstock include Worldstock.com, dedicated to selling artisan-crafted products to help developing nations around the world, and Main Street Revolution, supporting small-scale entrepreneurs in the U.S. by providing them with a national customer base. Other community-focused initiatives include Farmers Market and pet adoptions. *Forbes* ranked Overstock in its list of the Top 100 Most Trustworthy Companies in 2014.

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Hundreds of king-size Purple mattresses await shipping at the company's gigantic manufacturing and warehousing facility in Grantsville. The company has announced a merger with New York's Global Partner Acquisition Corp.

## \$1.1 billion deal turns Purple golden

**John Rogers**  
The Enterprise

What a difference a few months makes. Purple, an Alpine-based bedding manufacturing startup that got into the mattress business in earnest just over a year ago, has announced a merger with Global Partner Acquisition Corp. (GPAC) of Thornwood, New York, that values the company at \$1.1 billion.

The deal is known as a “reverse merger” and would result in Purple becoming a publicly traded company overnight without the formal IPO process. At the close of the transaction, GPAC will add \$90 million to the company coffers and take a 14 percent stake in the company.

Brothers Tony and Terry Pearce transformed their wheelchair business into a direct-to-consumer mattress company using proprietary gel technology that they invented. In just the past year Purple went from a team of 30 to over 600 people, built out an

enormous manufacturing facility in Grantsville and more than tripled its net revenue to a projected \$187 million in 2017.

The brothers still own a sizable stake in the company and industry insiders are estimating that they will net something around \$850 million when the deal is done.

According to *Forbes*, the Pearces had been speaking with private equity firms and venture capital firms for a long time, looking for investors that could put money into the company and enable its continued fast growth, but had been in no hurry to sign a deal.

The merger deal allows the Pearce brothers to maintain control of the company, with CEO Sam Bernard at the helm. The company said in a statement it would be “pursuing partnerships and opportunities to support its multi-channel distribution strategy,” including an ongoing test with brick-and-mortar outlet Mattress Firm, which has approximately 3,500 locations across the U.S.

GPAC CEO Paul Zepf said his firm was “excited” by Purple’s financial model and that it “displays a unique combination of growth, scale and profitability. I believe Purple is a tremendous merger partner for GPAC, given its powerful brand and highly differentiated portfolio of comfort technology solutions. The company’s revolutionary products, vertically integrated design and manufacturing expertise, and world-class marketing capabilities ideally position the company to disrupt multiple massive industries that are ripe for innovation.”

Terry Pearce said, “We are excited to become a publicly traded company through our merger with GPAC. The GPAC team is an ideal partner led by experienced public market investors and executives that will add significant value to Purple. We believe Purple is uniquely positioned in the market and this transaction will allow us to better take advantage of our large market opportunity and continue our rapid, profitable growth.”

## Clark to head Go Banyan

Orem-based Go Banyan Inc., a patient engagement software platform provider, has appointed Carine Clark as president and CEO. Under Clark’s leadership, the company will continue to expand beyond its origins in the dental industry to serve adjacent healthcare verticals, the company said in a statement last week.

Before joining Banyan, Clark was president and CEO at MaritzCX, a global customer experience software and services company where she was named the EY Entrepreneur of the Year 2016 Award winner in the Utah Region.

“We are thrilled to have Carine join Banyan as our new CEO,” said Brandon Andra, co-founder and chief revenue officer. “Carine is one of Utah’s most respected executives. She has a consistent track record of helping growth companies — like Symantec and MaritzCx — scale their success. No one does a better job of blending entrepreneurship with enterprise-level leadership than Carine.”

Banyan was founded in November 2013 to market a HIPAA-compliant social media consent app, allowing healthcare practitioners to enlist patients in word-of-mouth marketing online. Since then, Banyan has expanded its offerings to include a real-time reviews platform, personalized websites and an automated practice listing service. Thousands of dental practices are Banyan clients across the U.S. and the company is expanding into other elective healthcare specialties that embrace social media and online reputation management.

“At this point in my career, I am very selective about where I invest my time,” said Clark. “Banyan’s purpose-driven approach

resonates with me. I share Banyan’s commitment to making a difference by humanizing healthcare. We’re making an impact by helping doctors relate to their patients as people — and vice versa — because trusted relationships ultimately improve patient outcomes, which helps practices grow profitably. I look forward to helping Banyan expand its reach and influence in a meaningful way.”

In addition to Clark, Banyan has rounded out its executive team with several key hires and promotions, including Brandon Andra, chief revenue officer; Tim Hansen, vice president of operations and finance; Paul Jones, vice president of strategic initiatives; and Jed Morley, vice president of marketing.

“Banyan’s growth velocity has impressed us from the beginning,” said Ben Capell, a partner at Peterson Ventures, an investor and board member of Banyan. “As the company matures, we welcome Carine and other new members of Banyan’s executive team as partners in solving an important market need.”

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**PUBLISHER & EDITOR**  
R. George Gregersen

**PRESIDENT**  
David G. Gregersen  
[david@slenterprise.com](mailto:david@slenterprise.com)

**VP/GENERAL SALES MANAGER**  
Dale Dimond  
[dale@slenterprise.com](mailto:dale@slenterprise.com)

**MANAGING EDITOR**  
John M. Rogers  
[john@slenterprise.com](mailto:john@slenterprise.com)

**CONTROLLER**  
Richard Taylor  
[richard@slenterprise.com](mailto:richard@slenterprise.com)

**OFFICE MANAGER**  
Dionne Halverson  
[dionne@slenterprise.com](mailto:dionne@slenterprise.com)

**REAL ESTATE SECTION**  
[david@slenterprise.com](mailto:david@slenterprise.com)

**CIRCULATION**  
Diana Rogers  
[diana@slenterprise.com](mailto:diana@slenterprise.com)

**ADVERTISING INQUIRIES**  
[david@slenterprise.com](mailto:david@slenterprise.com)

**TO CONTACT NEWSROOM**  
[john@slenterprise.com](mailto:john@slenterprise.com)

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CORPORATE FINANCIAL REPORTS

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

**Huntsman**

Huntsman Corp., with main offices in Salt Lake City and Texas, reported net income of \$183 million, or 69 cents per share, for the second quarter. That compares with \$94 million, or 36 cents per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$2.62 billion, up from \$2.54 billion in the year-earlier quarter.

Huntsman is a global manufacturer and marketer of differ-

entiated chemicals. It operates more than 100 manufacturing and research and development facilities in about 30 countries and employs approximately 15,000 people in its five business divisions.

“I am very pleased with the progress made in the second quarter,” Peter R. Huntsman, president and chief executive officer, said in announcing the results. “Our businesses continue to benefit from solid underlying fundamentals, enhanced free cash flow generation, and our downstream strategy. We are on pace to achieve earnings growth in each of our business segments in 2017.”

He said the company is in “an unprecedented and transformational time.”

“This week we launched the initial public offering of Venator, our Pigments and Additives business, the proceeds of which will be used to reduce our debt. Furthermore, having begun our integration planning with Clariant, we are now more confident than ever in our ability to exceed our stated synergy targets, seamlessly integrate these two complementary organizations and create significant value for the combined company’s shareholders.”

The plans to merge with Clariant remain on track, he added. “We are confident in our ability to achieve in excess of \$400 million in annual cost synergies with another \$25 million in annual tax savings, creating in excess of \$3.5 billion of value for shareholders,” Huntsman said.

**SkyWest**

SkyWest Inc., based in St. George, reported net income of \$50 million, or 95 cents per share, for the second quarter. That compares with \$40 million, or 77 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$810 million, up from \$801 million in the year-earlier quarter.

SkyWest Inc. is the holding company for two scheduled passenger airline operations and an aircraft leasing company. The air-

line companies provide commercial air service in cities throughout North America with more than 3,000 daily flights. SkyWest Inc. It has more than 18,000 employees.

“Our results reflect strong production, solid operating performance and ongoing fleet transition improvements,” Chip Childs, chief executive officer, said in announcing the results. “We will continue our disciplined strategy to pursue opportunities that will further improve our business model.”

**Holly Energy Partners**

Holly Energy Partners LP, based in Texas but with operations in Utah, reported net income of \$41.3 million, or 36 cents per limited partner unit, for the second quarter. That compares with \$39.1 million, or 45 cents per unit, for the same quarter a year earlier.

The company said the increase was primarily due to increased operating income from its Woods Cross refinery processing units of \$4.5 million, offset by higher interest expense of \$2.5 million.

Revenues in the most recent quarter totaled \$109.1 million, up from \$94.9 million a year earlier. The increase was primarily attributable to the \$12.9 million of revenue recorded for the Woods Cross processing units acquired in the fourth quarter of 2016.

Holly Energy Partners provides petroleum product and crude oil transportation, terminalling, storage and throughput services to the petroleum industry, including HollyFrontier Corp. subsidiaries. The partnership, through its subsidiaries and joint ventures, owns and/or operates petroleum product and crude gathering pipelines, tankage and terminals in Utah and nine other states, plus refinery processing units in Utah and Kansas.

“We are pleased with our solid financial performance in the second quarter, which allowed us to maintain our record of continuous quarterly distribution increases and achieve our distribution growth target of 8 percent, while still maintaining a distribution coverage ratio greater than 1.0,” George Damiris, chief executive officer, said in announcing the results.

**Merit Medical Systems**

Merit Medical Systems Inc., based in South Jordan, reported net income of \$9.5 million, or 19 cents per share, for the quarter ended June 30. That compares with \$7.3 million, or 16 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$186.5 million, up from \$151.1 million for the year-earlier quarter.

The company manufactures

and markets disposable medical devices.

“Our second quarter reinforced our belief in the continued momentum of our business,” Fred P. Lampropoulos, chairman and chief executive officer, said in announcing the results. “Our integration of the Argon critical care business and Catheter Connections assets has exceeded our expectations and helped to maintain gross margins at our first-quarter level and our belief that we will see continued gross margin improvement during the balance of the year. All product divisions, including OEM, Sensors and Coatings, are growing and contributing. To put it simply, we believe the business is in sync.”

**People’s Utah Bancorp**

People’s Utah Bancorp, based in American Fork, reported net income of \$6.5 million, or 35 cents per share, for the second quarter. That compares with \$5.6 million, or 31 cents per share, for the same quarter a year earlier.

Net interest income increased \$1.2 million during the most recent quarter and was up \$1.8 million compared with a year earlier. Average loans increased by \$41.7 million during the quarter and were up by \$80.8 million from the year-earlier quarter. Loans held for investment at the end of the quarter increased \$105.6 million, or 9.6 percent, year-over-year and \$81.5 million, or 7.3 percent, from Dec. 31.

People’s Utah Bancorp is the holding company for People’s Intermountain Bank, which has 20 locations in two banking divisions, Bank of American Fork and Lewiston State Bank; a leasing division, GrowthFunding Equipment Finance; and a mortgage division, People’s Intermountain Bank Mortgage. PUB has a pending transaction, subject to customary closing conditions, to acquire Town & Country Bank Inc. in St. George.

“We’re pleased to have achieved strong growth across our community banking family, while improving our net interest margins and operating efficiencies,” Richard Beard, president and chief executive officer, said in announcing the results. “While we continue to achieve solid loan growth, we’ve maintained a strong focus on credit quality as reflected in our low level of non-performing assets and net charge-offs. As a result of our efforts to profitably grow our business, we continue to experience positive trends in our operating results.”

**Nutraceutical**

Nutraceutical International Corp., based in Park City, reported net income of \$1.9 million, or

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see EARNINGS pg. 7



## Business Tech

# Thinking of moving to the cloud? Here are five things to look out for

There is a lot to think about when selecting a cloud solution for your business. Do you go with public or private cloud? Do you opt for a flat-rate fee or a utility-based model for billing? Are there regulations that prevent you from storing data on a public cloud? What are the security concerns involved with cloud solutions? Do you have the resources to manage those cloud solutions to your benefit?

Cloud computing is a huge buzzword in the industry and there are a plethora of options out there. Private cloud typically means that you build it yourself in your own data center and make it accessible to the outside world. It's typically more expensive but you maintain complete control of the environment and thereby the integrity of your data. This is often a good choice for highly regulated or security-conscious organizations.

Public cloud is another option. Examples of public cloud are businesses like Amazon, Rackspace and Microsoft's Azure. They offer business benefits such as speed, agility, scalability, security and more. Billing for these solutions is typically done on a utility basis, which can be attractive based on your workload and specific needs.

The questions of which is a fit for your business lies in a discussion of the specific workload that you want to put on the cloud. If you're an engineering firm that has a workload of 3D-accelerated designs and a database-driven ERP system, keeping things in-house probably makes the most sense. That kind of workload can only be moved to the cloud with significant investment and great cost — so much cost that it typically outweighs the business benefit.

On the other hand, if you're a software development company that has a need for servers that can be spun up and spun down for product testing as projects and needs dictate, a public cloud solution might be a great fit for your needs.

Start with the workload, determine the need and then select the cloud that works best for your business.

Another consideration is flat-fee or utility-based billing. This is an important differentiator for businesses looking to keep their expenses in line. Flat-rate billing is straightforward: You contract with a cloud provider for a server that has a certain amount of memory, disk space and CPU for a flat monthly fee.

Utility billing can sometimes be confusing. The concept is that it tracks how much power, bandwidth, CPU, memory and hard disk space that you're using and bills you on a per-unit basis for what you use. That can be a great fit and potentially save costs if you carefully manage your usage and make sure to turn it off when you're not using it. It can also mean variable costs depending on the workload, which isn't the best idea for all organizations. It is frequently a great fit for e-commerce and software development.

Regulation and the sensitivity of your data is another important factor to consider when looking at a move to the cloud. Do

you have financial data for your clients? If so, is your cloud solution secure and compliant with things like PCI and SOX? Do you have other regulated information such as personal health information? There are cloud providers that have these security certifications, but you must take a careful look at your data and select a provider that's committed to keeping it safe.

Another important thing to remember is that, even though you may have sensitive data securely stored on a compliant cloud provider, it doesn't get you off the hook for maintaining the security of your own network. You can still be held liable for copies of sensitive data that are stored locally and you should continue to take the appropriate security measures to

protect yourself.

Outside of compliance are there other security measures that need to be addressed? Is two-factor authentication important to your business? If so, can that be achieved through the cloud solution you're looking at? There are many cloud providers that offer higher levels of security, dual-factor authentication and will assist with your compliance needs. Make sure you choose the one that's the right fit for your business needs.

One of the last questions to ask is whether you have the right resources on your team to manage this cloud solution. An ill-managed cloud solution can be extremely wasteful, especially with a utility-based model for cloud computing. It's basically like leaving the water running all night and day. You need to have a team member that

is looking over the usage and expenditures and helping to develop a strategic plan for your cloud solution that will allow you get the best bang for your buck. Without that strategy and proper management, the cloud can become a sore spot for business owners.

If your team doesn't have a cloud expert on staff, it's recommended that you reach out to a consultant to help you get started and build the necessary strategy. If you carefully consider these items and work to build a plan, the move to the cloud can be a great cost-effective strategy to meet your computing needs. A quick jump without the necessary planning could end up in disaster. Take the time and plan it out so the move is a great one for your business.

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



MIKE HERRINGTON

## *RETIRED? And BORED?*

Do you feel you're getting out of touch with people you have known and enjoyed being with in the professional or executive-level career you have now left behind? Do you sometimes wish you could do something interesting, productive and genteel on a rather flexible, part-time basis that would also be worth your while financially? If so, you should probably telephone me.

I am George Gregersen and I have published *The Enterprise* newspaper for the better part of 50 years — and still enjoy being in touch with our clients, vendors and staff. My job is now flexible and part-time, but I enjoy working and accomplishing things. I am, after all, only 82.5 years old.

The reason we should talk is that securing sponsors for our very successful list-publishing division of *The Enterprise* is a responsible and rather genteel way to maintain a presence in the community while doing rather well financially, compared to other part-time or totally unpaid volunteer work. No matter how much flexibility your circumstances require, we can probably manage that quite readily.

For instance, we don't need you to commit a specific number of hours to the task nor to a definite time frame. If you only want to work between midnight and 3 a.m., we might have a problem, as would your prospective clients. But you could almost work when you feel like it and not when you don't. Obviously, devoting more hours raises your earning potential.

So give me a phone call at (801) 654-3141 (afternoons, please).



# 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.

## ACCOUNTING

• **Ernst & Young LLP** has promoted **Chris Okawa** and **Mark Peterson** to partner in its Salt Lake City office. Okawa was



Chris Okawa



Mark Peterson

promoted to partner from senior manager. As part of the EY Assurance practice, Okawa has spent the majority of his 13-year career serving many of Utah's high-growth companies across the technology, airline, healthcare and manufacturing industries. He earned a bachelor of science degree in accounting and his master of accountancy degree from Brigham Young University. Peterson was promoted to partner

from executive director. He joined the EY Assurance practice in 1998 and has worked with a number of Utah companies in diverse industries. He also recently served as an adjunct part-time accounting instructor at the University of Utah, where he received his MBA, and Weber State University, where he received his bachelor of science degree in accounting.

## AGRICULTURE

• The eighth season of the **Tuesdays Farmers Market** has



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begun and will continue through October. It will be from 4 p.m. until dusk at Pioneer Park. Last year's market was at Gallivan Center. The market features about 20 vendors offering produce, meats, cheeses and other locally produced food. Details are at [www.slcfarmersmarket.org/tuesday-harvest-market](http://www.slcfarmersmarket.org/tuesday-harvest-market).

## BANKING

• **Zions Bank** has named Ogden-based **Cory Gardiner** as an executive vice president and director of consumer and business



Cory Gardiner



Thomas Etzel

banking teams and promoted **Thomas Etzel** to executive vice president and director of corporate banking. Gardiner will oversee the bank's Capital/South Davis, Cottonwood, Central Utah, Wasatch Back and Southern Utah retail regions, a total of 55 branches.

She began her career at Zions Bank in 2004 as manager of the Ogden financial center. She has also served as a commercial relationship manager and as manager of the bank's Women's Financial Group. In 2013, Gardiner was named region president for the Northern Utah retail region, spanning Box Elder, Cache, Weber and Davis counties. She is a leader in Zions Bank's Mentor Program, and an advocate for developing women into leadership roles. She is a co-founder of E3, a Weber County group dedicated to helping woman grow into leadership roles in the community. Etzel will focus on growing the bank's corporate lending presence along the Wasatch Front and in Boise. He has 34 years of experience, including serving as the manager of Zions Bank's corporate banking division, and worked to analyze, structure and close loan transactions with some of the bank's biggest clients. Prior to his 31 years at Zions Bank, Etzel was a banking officer at MBank Dallas. His education includes bachelor's degrees in management and finance from the University of Utah.

• **Bank of Utah** has appointed



Lisa Mariano

**Lisa Mariano** as senior trust officer in personal trust. She will oversee operations and manage day-to-day trust department functions at the Salt Lake City and Ogden trust offices. Mariano started at Bank of Utah four years

*continued next page*

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# Industry Briefs

from previous page

ago, where she served as a trust officer.

## CONSTRUCTION

• **Steel Encounters Inc.**, Salt Lake City, has hired **Steve Winn** as corporate safety director. He will be based in Salt Lake City to manage all safety compliance activities. The company has multiple offices and employs more than 250 people in its Utah operations alone. Winn previously was the fire chief and deputy director of emergency services for the U.S. government in Afghanistan.



Steve Winn



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## CONTESTS

• **Grow Utah** will accept applications for its \$15,000 **Outdoor Recreation Innovation Contest** until Aug. 31. The ninth annual contest, part of the "Concept to Company" series, is for new and innovative outdoor recreation products or services. Eight finalists will be selected to pitch their innovations Sept. 19

to judges and an audience. The judges will then decide three winners. Details are at <http://www.growutah.com/c2c/or17>.

## DIVIDENDS

• The board of directors of **People's Utah Bancorp**, American Fork, has declared a quarterly dividend of 9 cents per share. That represents an increase of 1 cent per share from the prior quarter. The dividend is payable Aug. 14 to shareholders of record Aug. 7.

## HEALTHCARE

• **HealthEquity Inc.**, Draper, has announced that its board of directors has appointed **Gayle Wellborn** to the board. Wellborn has more than 30 years of e-commerce and consumer financial technology experience. She is an independent consultant and currently consults for Emissary and GLG. She recently served as an executive consultant to Allstate. Prior to being a consultant, Wellborn was the senior vice president for the Brand and Digital Group for Ally Financial Inc. and served as Bank of America's senior vice president/online banking executive. She also served in various technology and customer service leadership positions at First Union/Wachovia.



Gayle Wellborn

## INTERNATIONAL

• **Gov. Gary Herbert**, the **World Trade Center Utah** and the **Governor's Office of Economic Development** are inviting companies to participate in a trade mission to Israel and Jordan, set for Oct. 20-26. The deadline to register is Aug. 21. More information is available at [wtcutah.com/israel-jordan-2017/](http://wtcutah.com/israel-jordan-2017/).

## REAL ESTATE

• The **MODA S-Line** townhomes, 2250 S. 400 E., Salt Lake City, have been completed by a partnership between **JF Capital** and **Green Mesa Capital**. It is the fourth completed MODA development in JF Capital's series of MODA-brand developments over the past 24 months. The 32-unit community is named for its proximity to the TRAX S-line light rail. The project, totaling 62,000 square feet, was completed by the general contractor, **Strategic Builders**, in less than 12 months.

## RECOGNITIONS

• **Mortgage Professional Association** (MPA), a mortgage industry publication, has recognized **Ruth Green** and **Julie Crow** among "Elite Women" in mortgage. Both work at Primary Residential Mortgage Inc., Salt Lake City. Green, senior vice president of operations, has been in the mortgage industry for more than 23 years and has held numerous positions at the Salt Lake City-based mortgage company, including underwriter, training manager and vice president of business relations. Prior to PRMI, she had five years of experience as a loan originator and processor. Crow, loan officer, has been in the mortgage industry



Ruth Green



Julie Crow

for more 22 years. MPA opened its annual nominations in search for the most inspiring and accomplished women who are shaping and changing the face of the mortgage industry. The publication received thousands of entries and narrowed it down to the top 75 nominees.

## RESTAURANTS

• **Tom+Chee**, based in Cincinnati, will open a fast-casual restaurant Aug. 18 in Midvale. The 1,800-square-foot location will have 68 seats, plus an outdoor patio with an additional 12 seats. It is the company's first restaurant in Utah. The menu includes grilled cheese sandwiches, melts and grilled cheese doughnuts. The Midvale site's owner is **Zach Riggs**, who worked in retail management for the past 15 years. Tom+Chee has 99 stores in 20 states.

## SERVICES

• **Ancestry**, Lehi, has hired **Evan Wittenberg** for the new position of chief people officer. He will work in the company's San Francisco office. Wittenberg most recently was senior vice president of people at Box Inc., a position he held since 2012. He also has served as chief talent officer for HP, head of global leadership development at Google, and director of the Graduate Leadership Program at the Wharton School, and was part of the cultural integration of two medical centers that created New York Presbyterian Hospital: the University Hospital of Columbia and Cornell.

## EARNINGS

from page 4

20 cents per share, for the fiscal third quarter ended June 30. That compares with \$6 million, or 65 cents per share, for the same quarter a year earlier.

The most recent quarter included costs of \$2.6 million, or 28 cents per share, related to entering into a definitive merger agreement to be acquired by an affiliate of HGGC LLC ("HGGC"), a middle-market private equity firm.

Sales in the most recent quarter totaled \$65 million, up from \$60.8 million in the year-earlier quarter.

Nutraceutical manufactures, markets, distributes and retails branded nutritional supplements and other natural products sold primarily to and through domestic health and natural food stores.

"Our fiscal 2017 third-quarter net sales growth of 6.8 percent was primarily driven by our April 2017 acquisition of Zhou Nutrition," Bill Gay, chairman and chief executive officer, said in announcing the results. "Gross profit remained solid at 51.4 percent for the third quarter. Net income and adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) for the third quarter were impacted by merger-related costs of \$2.6 million. Also, the third quarter included \$1.7 million in costs related to the write-up of Zhou Nutrition inventory to fair value and \$0.4 million in severance costs related to the ongoing realignment of our marketing, sales and administrative groups."

## Instructure

Instructure Inc., based in Salt Lake City, reported a net loss of \$13 million, or 45 cents per share, for the second quarter ended June 30. That compares with a loss of \$14.6 million, or 53 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$38 million, up from \$25.9 million in the year-earlier quarter.

Instructure is a software-as-a-service (SaaS) technology company.

"We delivered strong second-quarter results — 47 percent year-over-year revenue growth, continued significant improvements to our operating margin and robust customer adoption for both Canvas and Bridge across the globe," Josh Coates, chief executive officer, said in announcing the results. "We are excited about the progress we made in the first half of 2017 and our outlook for the remainder of the year and beyond."



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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.*

## **Aug. 8, 9-10 a.m.**

**International Taxation Seminar**, a World Trade Center Utah event. Speaker is Don Reiser, national leader for international tax practice for CBIZ MHM LLC. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Aug. 8, 11:30 a.m.-1 p.m.**

**Women in Business Luncheon**, a ChamberWest event. Speaker Ed Blake of Habitat for Humanity will discuss "The Field of Dreams EcoCommunity — Build it and They Will Come." Location is TownePlace Suites by Marriott, 5473 High Market Drive, West Valley City. Cost is \$20 with RSVP. Details are available at (801) 977-8755 or [chamber@chamberwest.org](mailto:chamber@chamberwest.org).

## **Aug. 8, 11:30 a.m.-1 p.m.**

**Multi-Chamber Women in Business Luncheon**, presented by the South Jordan, West Jordan and Southwest Valley chambers of commerce. Topic is "What is Your Best Marketing Idea?" Location is SpringHill Suites, 11280 S. River Heights Drive, South Jordan. Cost is \$20 for members, \$25 for nonmembers in advance; \$25 for members, \$30 for nonmembers day of the event. Details and registration are available at [southjordanchamber.org](http://southjordanchamber.org).

## **Aug. 9, 8-9:30 a.m.**

**"Getting the Best Out of your Brand Ambassadors,"** an outdoor industry breakfast and business discussion presented by the Utah Office of Outdoor Recreation, SnowSports Industries America (SIA) and the Economic Development Corporation of Utah (EDCUtah). Free, but space is limited. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Aug. 9, 11 a.m.-1 p.m.**

**"25K Jobs" Launch Tour**, presented by Lt. Gov. Spencer Cox and World Trade Center Utah and focusing on Gov. Gary Herbert's challenge to create 25,000 jobs in rural Utah during the next four years. Location is Emery County. Similar events take place Aug. 9, 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).

## **Aug. 9, 11 a.m.-noon**

**Microsoft Excel Workshop**, a Murray Area Chamber of Commerce event. Presenter is from Executech. Location is Columbia College, 5250 S. Commerce Drive, No. 300, Murray. Event also will be livestreamed (link provided after registration). Free. Registration can be completed by contacting Carole at [carolem@murraychamber.net](mailto:carolem@murraychamber.net) or (801) 263-2632 by 5 p.m. Aug. 8.

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

**Connect 4 Luncheon**, a Sandy Area Chamber of Commerce event. Location is The Sushi, 684 E. 11400 S., Draper. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at [sandychamber.com](http://sandychamber.com).

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

**Professionals Networking Group**, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at [chamberwest.org](http://chamberwest.org).

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

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker is Ninzel 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, 11:30 a.m.-1 p.m.**

**WIB Luncheon**, a Davis Chamber of Commerce event. Speaker Adrienne Gillespie Andrews, chief diversity officer at Weber State University, will discuss "Who Tells Your Story?" Location is Megaplex Theaters at Legacy Crossing, 1075 Legacy Crossing Blvd., Centerville. Cost is \$15 for members, \$20 for walk-ins. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

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

**Women's Business Center Summer Social**, with the theme "Celebrating 20 Years of Entrepreneurship." Location is The Falls Event Center, 580 S. 600 E., Salt Lake City. Cost is \$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 Dan Snarr, candidate for Murray mayor. 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).

## **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. 12, 10 a.m.-1 p.m.**

**"Simple Steps for Starting Your Business,"** a SCORE event. Location is Riverside Branch, 1575 W. 100 N., Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

## **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. 15, 2-4 p.m.**

**"How to Form an LLC" Workshop**, a SCORE event. Location is SCORE Downtown Branch, 310 S. Main St., South Mezzanine, Salt Lake City. Cost is \$85. Details are at <https://www.sba.gov/tools/events>.

## **Aug. 15, 4-6 p.m.**

**Business B 4/5**, a West Jordan Chamber of Commerce networking event. Location is 747 S. Blue Vista Lane, Midvale. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **Aug. 16, 7 a.m.-3 p.m.**

**Ogden-Weber Chamber of Commerce Golf Classic**. Activities include a 7 a.m.

breakfast, an 8 a.m. shotgun start (four-man scramble format), and 1 p.m. lunch and awards presentation. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is \$250. 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, 11:30 a.m.-1 p.m.**

**Professionals Networking Group**, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at [chamberwest.org](http://chamberwest.org).

## **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 startup 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. 16, 5:30-6:30 p.m.**

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

## **Aug. 16, 5:30-6:30 p.m.**

**QuickBooks Workshop**, a Small Business Development Center (SBDC) event. Speaker is Tory Norman. Location is the SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

## **Aug. 17, 7:30-9 a.m.**

**Monthly Coffee Social and Networking**, a Holladay Chamber of Commerce event. Location is 3 Cups Coffee, 4670 S. Holladay Village Plaza, No. 104, Holladay. Free. Details are at [holladaychamberofcommerce.org](http://holladaychamberofcommerce.org).

## **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.**

**WBN Luncheon**, a Utah Valley Chamber event. Speaker is Ann Washburn, body language expert. Location is 63 Center St., Provo. Cost is \$25 for chamber members, \$20 for nonmembers. 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. 19, 9-11 a.m.**

**"Financials for Your Business,"** a SCORE event. Location is Salt Lake City Main Library, 210 E. 400 S., Conference Room C., Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

## **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. 22, 6-8 p.m.**

**"SEO and Automation,"** a Small Business Development Center (SBDC) event. Speaker is Nathan Anderson. Location is the SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

## **Aug. 23, 8-9:30 a.m.**

**Chamber Launch**, a Salt

**see CALENDAR page 14**



# When disaster strikes: Four steps to saving your business

In my work as a business coach to CEOs over the past 28 years, I have come to understand that no one escapes trials and tragedies. Although we strive for continuous success, it's simply not the nature of life that any of us avoid problems. While most of these are the garden variety that are fairly easily solved, we must recognize that a major calamity looms somewhere in future days.

Just acknowledging this uncomfortable fact can be unnerving in and

of itself. However, fear of unknown demons tends to destroy faith to move forward. We can become calcified by such fears, and actually bring disaster to our doorsteps by inaction.



**RICH TYSON**

Today, the "prepper" movement reminds us that earthquakes and other natural disasters may steal — at least temporarily — our normal, comfortable way of life. In my neighborhood (which sits in a prominent earthquake zone), we periodically run drills to simulate the event we all dread,

in order to prepare for the reality that will likely one day come.

In that regard, I have developed a process for dealing with major unforeseen business calamities. It follows this basic process:

**1. Allow yourself a bit of private time to come to grips with your emotions.** CEOs generally feel a need to show no fear. While this is wise when putting a public face on things, it is critical that you acknowledge the trauma you are experiencing. One CEO with whom I have worked said, "I just need a full day to pro-

cess this. I'm angry; I'm worried; I blame others for this mess; *I don't know what to do!*" He needed to vent, to weep, even to despair. This was not a weak man, nor a poor leader, but before he could move forward, he needed to process the pain he was feeling.

**2. The next step is to own the situation.** Once a brief period of grieving is done, *put it away*. You are a leader for a reason. You must believe in yourself. Fear must be replaced by faith in yourself and in your team. Set aside blaming and anger; replace them with resolve to find a way over, around or through the situation.

**3. Strive to clearly understand the situation.** Look for *root causes and their solutions*. This is the time to bring in your closest confidants and advisers to analyze what has happened. Separate facts from emotions. Consider possible outcomes, both bad and good. Often the next great market opportunity will grow out of a calamity if we strive to see things with new eyes.

One of my clients decided with his executive team to go to his customers and acknowledge a major product flaw, assuring them that they would make things right — even if it cost them their company. This CEO was deeply worried that it would indeed bankrupt them, but found that their integrity opened new doors and opportunities. Not every situation will work out this way, but covering up the problem would surely have destroyed this company.

**4. The last step is to act.** This is the moment of decision, of setting forth an agenda to turn things around. As this plan is shared with your employees, customers and others, allow them to ask questions. Acknowledge what you don't know, but assure them that you are moving forward with faith. You may be stepping into the darkness, but you are doing so with complete confidence.

This last step takes incredible courage. It is far easier to roll over and die. And inevitably, it will bring criticism and push-back from detractors. As a friend (who is a retired Army general) has said, "You must move forward — and draw fire!" The fire will come, but you will certainly not fail for want of trying.

One recession-ravaged CEO client marched into his banker's office and proclaimed, "I am so glad that we are partners. A normal banker would call my loan due, but you and I can work this out so that we both succeed." He then confidently laid forth his plan. He was totally out of covenant on his loan, and his banker was not happy. However, after drawing considerable fire, the plan was approved. It took time — and a lot more fire — but they turned things around.

These steps are primarily a process for restoring leadership confidence when it has been shattered by unforeseen circumstances. Understanding this process can be a life-saver (or company-saver) when the inevitable disaster strikes.

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



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# Legal Matters

## More secrets to guarding your secrets

*This is the second in a two-part series on the protection of trade secrets. Part 1 ran in the July 31 issue of The Enterprise.*

### Pursuing the Thief

If your company does find itself in the unfortunate and unenviable position of having its trade secrets stolen, it should take swift action to minimize the dissemination of that information and the economic impact of the theft. Under federal law and the laws of most states, the misappropriation of trade secret information is a crime with harsh penalties. However, many companies that have been the victims of trade secret theft choose not to pursue criminal punishment, but instead take action to obtain civil relief.

The reasons for pursuing civil relief rather than criminal will vary, but often companies will go the civil litigation route because they view it as the quicker avenue to relief over which they have greater control. In a civil lawsuit, the company can choose when to file, whether it will seek emergen-

cy relief and ultimately whether it wants to dismiss the lawsuit and under what conditions. In a criminal action, the company may have influence over these decisions, but ultimately the decisions lie with the particular prosecuting authority.

If your company chooses to pursue civil relief in addition to or instead of criminal prosecution, the newly enacted Federal Defend Trade Secrets Act (DTSA), as well as state legislation, such as the Utah Trade Secrets Act (UTSA), provide significant remedies to victims of trade secret theft. These include enjoining the use of the information and compensating the victim company for the damages it has experienced as a result of the theft. Typically, one of the first actions a company will take in trade secret litigation is to seek an immediate injunction to prevent any use of the information by the accused thief and end user (new employer or company). In addition to injunctive relief, the DTSA allows the victim company to seek an ex parte seizure order, under which the court orders the U.S. marshalls to seize property of those accused of having the stolen information to prevent the use and dissemination of the stolen information.

Of course, it is one thing to have statutes that provide for these remedies, it is another thing for a company to prove they are entitled to them. If your company does file a trade secret lawsuit, it will need to establish through credible evidence that its secret information has been wrongfully taken and, in many instances, that its information is being wrongfully used by a competitor. This means that in all likelihood, your company and your attorney will be working with a computer forensics company to gather evidence of the misappropriation.

### The Breadcrumbs

In the event that trade secret information has been misappropriated, a team of digital forensics experts can step in to not only search for digital footprints of any wrongdoing, but to also identify and securely destroy trade secret protected data in any unauthorized location.

Any time data is added to, removed from, moved, modified or deleted within a network or device, digital breadcrumbs indicating this change are left behind. Even for the most knowledgeable user, completely erasing this trail of evidence is nearly impossible. These digital breadcrumbs are referred to as metadata, which is simply "data about data." This metadata is key in determining what, and possibly who, has accessed your data and what has been done with it.

In many cases, a forensics examiner starts by creating an ex-

act forensic copy of an individual's workstation, company issued laptop and mobile device. They may also create forensic copies of shared network drives, email and cloud storage accounts. These digital copies even contain deleted information, which can be reconstructed. Then, by working in these digital copies, the examiner combs through the metadata to retrace a user's digital footprints.

One way this can be achieved is by analyzing the connected device logs of items such as USB drives, external hard drives, phones and tablets. An examiner can also identify activity in lists of frequently and recently accessed files and documents that are stored by Windows and Mac devices. These are just two of the vast number of ways in which digital evidence is gathered by carefully studying the metadata that lies under the hood. As a forensics investigator continues to dig deeper, they utilize previously uncovered evidence to direct their efforts in finding the next piece of evidence, and, hopefully, the smoking gun or flash drive.

While utilizing a physical storage device is one of the most common ways in which data is misappropriated from an organization, it is critical to also analyze email traffic, cloud storage and backups.

Once an opposing party's data has been handed over in discovery, an e-discovery team composed of data and digital forensics experts

can begin the task of determining whether or not protected trade secret data exists in the hands of a competitor or unauthorized individual. This can be accomplished by comparing opposing sets of data. Every piece of data, whether it be a PowerPoint slide, spreadsheet, photo, etc., has a unique digital signature that is only found with that specific piece of data. This digital signature is known as a hash value. By comparing these hash values, copies of an organization's data can be quickly identified. Should a copy of protected data be altered (e.g., a Word document containing trade secret information where the originating organization's name has been deleted or replaced), the unique hash value changes. However, technology exists to find near-duplicates across multiple datasets. During this process, an e-discovery vendor works with counsel to establish a threshold of the percentage in which two or more documents are similar. These near-duplicates can then be easily compared side by side and identified.

After misappropriated trade secret data has been identified, digital forensics experts can serve even further as a third-party data clean-up crew and delete and verify the deletion of data identified and agreed upon by counsel. Needless to say, in trade secret litigation, your digital forensics expert will play a critical role in the success of your case.

Trade secret theft is already pervasive, and it continues to get worse. It is time and money well spent to ensure that your company has in place protocols to protect access to its valuable information and to make it easier to detect and prove theft if it occurs.

*Michael A. Gehret is a partner in the Salt Lake City office of Snell & Wilmer. His practice is concentrated in commercial litigation where he advises clients on a variety of intellectual property and regulatory matters.*

*Ed Roberson is director of business development for JourneyTEAM, a Utah based business technology consulting firm established in 1993. His practice focuses on helping companies bridge the gap between IT and the strategic operations of business units.*

*Thomas Shields is a senior discovery consultant with Xact Data Discovery's Salt Lake City office. He consults with law firms, government agencies, and private corporations in areas of information governance, digital forensics, e-discovery and managed attorney review.*



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## Opinion

# CFPB's misguided arbitration rule represents no favor for consumers

When it comes to identifying the worst government agency, it's hard to pick just one. It's equally hard not to immediately think of the Consumer Financial Protection Bureau. There's just something particularly off-putting about an agency that is so self-righteous in trumpeting its virtuous defense of consumers but nevertheless keeps finding ways to make them worse off.

Established in 2010 as part of Dodd-Frank, the CFPB didn't take long to become notorious. One of its first acts was to completely and lavishly renovate its own headquarters — which, in typical Washington fashion, succumbed to ever-rising cost estimates. It then began participating in Operation Choke Point, an Obama-era attempt to strong-arm banks into closing the accounts of legal businesses that happen to operate in markets — such as firearms and tobacco — disfavored by politicians.

The CFPB also has waged a relentless war against small-dollar lenders who service a poorer clientele than traditional lenders, all while saddling conventional banks with costly new regulations. It's little wonder then that since the CFPB was created,

free checking accounts have been on the decline and credit for the poor has been harder to find.

The latest example of CFPB overreach comes in the form of a rule prohibiting financial services companies from including binding arbitration clauses in their contracts. This is a misguided decision for several reasons.

For starters, an internal study used by the CFPB to justify its rule was methodically flawed. My colleague Todd Zywicki and the University of Pennsylvania Law School's Jason Scott Johnston have shown that the CFPB report was aimed toward reaching a predetermined conclusion and contained no data on arbitration settlements, the most common outcome. If anything, the report proved that arbitration works for consumers because it offers, in Zywicki's and Johnston's words, such "an inexpensive, fast and efficient process."

What's more, the CFPB further waved away all the academic literature that establishes the effectiveness of arbitration and discounted its own data showing that arbitration more often compensates consum-

ers faster — and with larger awards — than class action suits.

Despite the fact that arbitration has a long, established history, the CFPB study insists that class action is preferable to arbitration. The evidence rests on the average \$220 million awarded to 6.8 million consumers annually. However, the reality is that class action only produces token rewards for class members (an average of \$32.38 per person, according to CFPB data), which stands in contrast to the huge fees collected by lawyers. As Zywicki and Johnston noted: "During the 2010-12 period examined in the study, class action attorneys raked in \$424,495,451."

Let me repeat that: Millions of consumers get the same paltry amount as a few hundred lawyers. In other words, bureaucrats have decided that what matters most is for consumers to have "their day in court," even if it means waiting three times as long for a resolution and getting a smaller payout.

Such condescension is typical, as the CFPB is essentially premised on the idea that what is better for people is what bureaucrats say is better, as opposed to people's own revealed preferences. And as the Cause of Action Institute's Alfred J. Lech-

ner Jr. (also a former U.S. District Court judge) adds, to promote its preferences, the CFPB is content to use junk science rather than sound research. How else can it justify banning a mechanism that many consumers willingly agree to even when other alternatives are readily available?

The CFPB is unique in American history in that its structure means that it lacks any semblance of political accountability. It features a single director — who can't be removed except for cause, has access to unlimited funds from the Federal Reserve and has free rein to make law as it sees fit. This problem must be addressed, but in the meantime, Congress could stand in the way of the CFPB's jabs at the American economy.

The House recently passed a resolution disapproving of the CFPB's invasive arbitration rule under the Congressional Review Act, which affords Congress the opportunity to overturn federal regulations within 60 legislative days. Let's hope the Senate doesn't now live up to its moniker as the place where good ideas go to die.

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

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VERONIQUE de RUGY

# Amid Trump's chaos, the world begins to deal with an irrelevant U.S.

In London recently, I met a Nigerian man who succinctly expressed the reaction of much of the world to America these days. "Your country has gone crazy," he said, with a mixture of outrage and amusement. "I'm from Africa. I know crazy, but I didn't ever think I would see this in America!"

A sadder sentiment came from a young Irish woman I met in Dublin who went to Columbia University, founded a social enterprise and has lived in New York for nine years. "I've come to recognize that, as a European, I have very different values than America these days," she said. "I realized that I have to come back to Europe, somewhere in Europe, to live and raise a family."

The world has gone through bouts of anti-Americanism before. But this one feels very different. First, there is the sheer shock at what is going on, the bizarre candidacy of Donald Trump, which has been followed by an utterly chaotic presidency. The chaos is at such a fever pitch that one stalwart Republican, Karl Rove, described the president as "vindictive, impulsive and shortsighted" and his public shaming of Attorney General Jeff Sessions as "unfair, unjustified, unseemly and stupid." Kenneth Starr, the one-time grand inquisitor of Bill Clinton, went further, calling Trump's recent treatment of Sessions "one of the most outrageous — and profoundly misguided — courses of presidential conduct I have witnessed in five decades in and around the nation's capital."

But there is another aspect to the de-

cline in America's reputation. According to a recent Pew Research Center survey of 37 countries, people around the world increasingly believe that they can make do without America. Trump's presidency has made the U.S. something worse than just feared or derided. It is becoming irrelevant.

The most fascinating finding of the Pew survey was not that Trump is deeply unpopular (22 percent have confidence in him, compared with 64 percent who had confidence in Barack Obama at the end of his presidency). That was to be expected — but there are now alternatives. On the question of confidence in various leaders to do the right thing regarding world affairs, China's Xi Jinping and Russia's Vladimir Putin got slightly higher marks than Trump. But German Chancellor Angela Merkel got almost twice as much support as Trump. (Even in the United States, more respondents expressed confidence in Merkel than in Trump.) This says a lot about Trump, but it says as much about Merkel's reputation and how far Germany has come since 1945.

Trump has managed to do something that fear of Putin could not. He has unified Europe. Facing the challenges of Trump, Brexit and populism, a funny thing has happened on the continent. Support for Europe among its residents has risen and plans for deeper European integration are underway. If the Trump administration proceeds as it has promised and initiates protectionist measures against Europe, the continent's resolve will only strengthen. Under the com-

bined leadership of Merkel and new French President Emmanuel Macron, Europe will adopt a more activist global agenda. Its economy has rebounded and is now growing as fast as that of the United States.

To America's north, Canada's foreign minister recently spoke out, in a friendly and measured way, noting that the United States has clearly signaled that it is no longer willing to bear the burdens of global leadership, leaving it to countries like Canada to stand up for a rules-based international system, free trade and human rights. To America's south, Mexico has abandoned any plans for

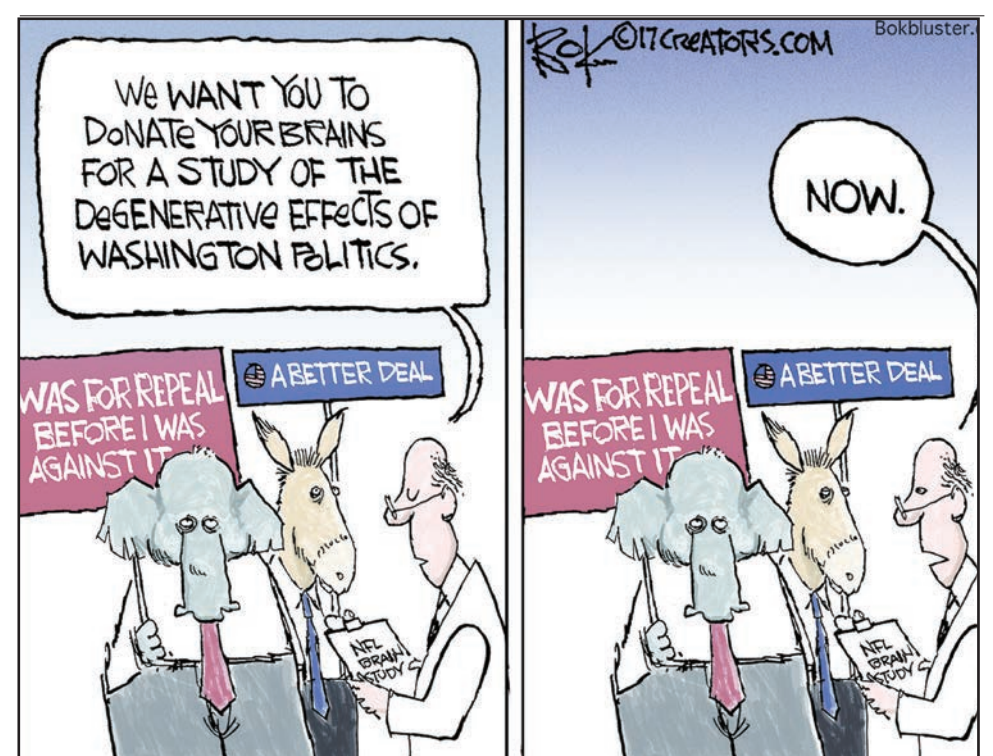
cooperation with the Trump administration. Trump's approval rating in Mexico is 5 percent, his lowest in the world.

China's leadership began taking advantage of Trump's rhetoric and foreign policy right from the start, announcing that it was happy to play the role of chief promoter of trade and investment around the world, cutting deals with countries from Latin America to Africa to Central Asia. According to the Pew survey, seven of 10 European countries now believe that China

see ZAKARIA page 13



FAREED ZAKARIA





## Opinion

# Don't think there are shapeshifters in Salt Lake? You bet there are

In her great new book *The Smear*, Sharyl Attkisson details how the movers and shakers control what you see, what you think and how you vote. She calls them shapeshifters and America has more than its fair share.

Salt Lake City is not immune to shapeshifting. Recently we had a very powerful shapeshifter come out of the woods. My wife has demanded that she must have enough money in the bank, after my death, to live comfortably throughout her Golden Years. With this in mind I am afraid to write about this latest Salt Lake City shapeshifting example. Yup, I am a wimp and afraid of a libel suit, but what I can do is teach you how to recognize shapeshifting.

A “shapeshifter is a person or being with the ability to change their physical form at will,” according to the *English Oxford Dictionary*. Werewolves, vampires, trolls, witches and other such creatures have been around for a long, long time but only in fiction. Today's shapeshifters are for real. Think political operatives, fake news makers, super-PAC leaders, transactional journalists and the Clintons' smear machine as examples.

Shapeshifting is a huge industry in America which employs tens of thousands and spends billions of dollars annually.

Know any person that works for a PR agency, a lobbying corporation, law firm or is an Internet troll? If you do, then you know a shapeshifter.

Through the years, the art of influencing people has been refined and fine-tuned and, according to Attkisson, there are six steps you must take in order to have a successful smear campaign:

1. Launch: Hire private and/or political operatives to probe into the personal lives of the target.
2. Distribution: Create joint press releases, dedicated websites and news stories.
3. Outreach: Invite readers to copy and pass along the message.

4. Escalation: Push relative articles through social media and other news sources.

5. Demands: Petitions and boycotts.

6. Pressure: Protest meetings and marches.

The most frightening example that I read in Attkisson's book was the Clinton machine's successful campaign to stop Congress from impeaching Bill. It was a masterful campaign headed up by Sidney Blumenthal. Blumenthal was a columnist who wrote for liberal publications. I cannot find out how much the Clintons paid Blumenthal, but I bet it was a lot.

Blumenthal was working on trying to deflect the stories circulating about the president's sexual misconduct with Kathleen Willey and Jennifer Flowers. Then the Monica Lewinsky story broke and the campaign had to really go into huge, intensive battle mode.

Blumenthal then met with Hillary, then Bill, and according to his grand jury testimony, he was convinced that nothing untoward had happened and proceeded to smear the print media. Again quoting from *The Smear*: “Time and again, in the book as in life, (Blumenthal) rearranges facts, spins conspiracy theories, impugns motives, besmirches the character of his political and journalistic foes — all for the greater cause of defending the Clintons (and himself).”

At the same time, two people on the West Coast started a petition (moveon.org) to get the country to move on and not impeach Bill Clinton. In approximately a week and a half, they acquired 150,000 signatures that they then presented to Congress. I have seen no evidence that moveon.org conspired with the Clinton smear machine, but reading about Sidney Blumenthal's tactics, there's a fair to middling possibility that there was collusion.

*“There is only one redeeming thing about this whole election. It will be over at sundown, and let everybody pray that it's not a tie, for we couldn't go through with this thing again.”* — Will Rogers

Robert Pembroke is chairman of Pembroke's Inc. and fancies himself as being on a permanent sabbatical. He can be reached at [pembroke894@gmail.com](mailto:pembroke894@gmail.com).

## ZAKARIA

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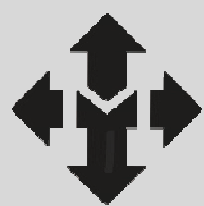
is the world's leading economic power, not the United States.

The most dismaying of Pew's findings is that the drop in regard for America goes well beyond Trump. Sixty-four percent of the people surveyed expressed a favorable view of America at the end of the Obama presidency. That has fallen to 49 percent now. Even when American foreign policy was unpopular, people around the world still believed in America — the place, the idea. This is less true today.

In 2008, I wrote a book about the emerging “Post-American World,” which was, I noted at the start, not about the decline of America but rather the rise of the rest. Amid the parochialism, ineptitude and sheer disarray of the Trump presidency, the post-American world is coming to fruition much faster than I ever expected.

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

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## CALENDAR

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

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

**ChamberWest Presents Luncheon**, a ChamberWest event. Speaker Lee Russo, West Valley City police chief, will discuss “Public Safety’s Role in Economic Development — Creating Safe, Livable and Workable Neighborhoods.” Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$20 with RSVP. Details are available at (801) 977-8755 or chamber@chamberwest.org.

### Aug. 23, 6-9 p.m.

“**At the Table: Women in the Boardroom**,” presented by the U.S. Hispanic Chamber of Commerce Foundation and Zions Bank. Program will be 6-7 p.m., followed by a reception. Event will focus on the under-representation of women and minorities in the corporate boardroom. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Free. Details are at <https://www.usheccfoundation.org/index.php/business-leaders/at-the-table-enterprise-accelerator/att-slc>.

### 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 four-some. 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.utahsolutionssummit.com](http://www.utahsolutionssummit.com).

### Aug. 24, 8-9:30 a.m.

**HR Forum**, a Utah Technology Council (UTC) event for UTC human resources executives only. Location is Comcast Main Office, 9602 S. 300 W., Sandy. Free. Details are at [utahtech.org](http://utahtech.org).

### Aug. 24, 11:30 a.m.-1 p.m.

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Topic is “The Ins and Outs of Google Reviews.” 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. 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.

### Aug. 24, 5:30-7 p.m.

**Business Boot Camp**, presented by the Cottonwoods Heights Business Association. Speaker Amy Weiland, director of training and educational development for PositiveIQ, will discuss “Planning for Positivity: Everyday Strategies for Navigating Negativity.” Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Free. RSVPs can be sent to [pkinder@ch.utah.gov](mailto:pkinder@ch.utah.gov).

### Aug. 24, 6-7 p.m.

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

### Aug. 24, 6-7 p.m.

**Health Insurance Clinic**, a Small Business Development Center (SBDC) event. Speaker is Chris Miller. Location is the SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

### Aug. 24, 6-7 p.m.

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

### Aug. 25-26

**First-Ever Utah Drone Summit and National Drone Races**, featuring new products, advances in security and safety, technical breakthroughs in design

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## CALENDAR

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and navigation, and recruitment opportunities for drone pilots and engineers. Keynote speaker is U.S. Rep. Chris Stewart. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. 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. Cost is \$300 for a foursome. Sponsorships are available. Details are at [sandychamber.com](http://sandychamber.com).

### Aug. 25, 7:30-9 a.m.

**CTO Forum**, a Utah Technology Council (UTC) event for UTC tech and product executives only. Location is Mountainland Applied Technology College, Lehi Campus at Thanksgiving Point, 2301 Ashton Blvd., Lehi. Free. Details are at [utahtech.org](http://utahtech.org).

### Aug. 29

**"Cyber Security Workshops"** presented by the University of Utah Manufacturing Extension Partnership (MEP) Center and the Procurement Technical Assistance Center (PTAC) and focusing on updated security guidelines for all Department of Defense contractors. Event will feature Pat Toth, cyber security expert from the National Institute of Standards and Technology. Workshop will be presented 9-11 a.m. at Salt Lake Community College's Miller Campus, Miller Free Enterprise Center Auditorium, 9750 S. 300 W., Sandy, and 1:30-3:30 p.m. at Weber State University's Davis Campus, 2750 University Park Blvd., Building D3, Layton. Free, but registration is required. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

### Aug. 29, 9-10 a.m.

**SBA 8(a) Program**, a U.S. Small Business Administration event. Location is the Wallace F. Bennett Federal Building, 125 S. State St., Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

### Aug. 29, 10-10:30 a.m.

**"The Historically Underutilized Business Zones**

**(HUBZone),"** a U.S. Small Business Administration event. Location is the Wallace F. Bennett Federal Building, 125 S. State St., Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

### Aug. 29, 11-11:30 a.m.

**"Advantages of Service-Disabled & Women-Owned Small Business Set-Asides,"** a U.S. Small Business Administration event. Location is Wallace F. Bennett Federal Building, 125 S. State St., Room 2227, Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

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

**Professionals Networking Group**, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at [chamberwest.org](http://chamberwest.org).

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

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

### 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. 6-9

**TerraLex 2017 Global Meeting**, a gathering of about 200 attorneys from firms across Africa, Central and South America, Europe and the U.S. hosted by Parsons Behle & Latimer. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Registration can be completed at [Cvent.com](http://Cvent.com).

### Sept. 6, 8:30-10 a.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women's Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early startup 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).

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



# CLASSIFIED

## CAREERS

### TECHNOLOGY

**Varex Imaging Corporation** has openings for **Computer Systems Analysts** (Enterprisewide Programmer Analysts) in Salt Lake City, Utah. To analyze data processing problems to implement and improve computer systems. Some travel (less than 25%) may be required to work on projects at various unanticipated sites throughout the U.S. and internationally. Mail resume to: Carrie Frampton, Talent Acquisition Specialist, Varex Imaging Corporation, 1678 South Pioneer Road, Salt Lake City, UT 84104. Must reference job code 11941.1 when applying.

### SOFTWARE

**Varex Imaging Corporation** has openings for **Software Quality Engineers** in Salt Lake City, UT. Responsible for analyzing engineering requirements and writing verification and validation (V&V) test cases and protocols for medical devices in X-ray imaging components division. Mail resume to: Carrie Frampton, Talent Acquisition Specialist, Varex Imaging Corporation, 1678 South Pioneer Road, Salt Lake City, UT 84104. Must reference job code [11941.8] when applying.

### ENGINEERING

**Varex Imaging Corporation** has openings for **Managers, Manufacturing Engineering** in Salt Lake City, UT. Oversee planning of manufacturing engineering. Mail resume to: Carrie Frampton, Talent Acquisition Specialist, Varex Imaging Corporation, 1678 South Pioneer Road, Salt Lake City, UT 84104. Must reference job code [11941.10] when applying.

[berchamber.com](http://berchamber.com).

### Sept. 14, 11:30 a.m.-1 p.m.

**WIB Luncheon**, a Davis Chamber of Commerce event. Speaker is Col. Jennifer Hammerstedt, commander of the 75th Air Base Wing, Hill Air Force Base. Location is DATC Campus, Northfront Resource Building, Chamber Conference Rooms, 450 S. Simmons Way, Kaysville. Cost is \$15 for members, \$20 for walk-ins. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Sept. 14, 11:30 a.m.-1 p.m.

**CEO Forum**, a Utah Technology Council (UTC) event for UTC CEOs and presidents only. Location is Overstock Peace Coliseum, 799 Coliseum Way, Midvale. Free. Details are at [utahtech.org](http://utahtech.org).

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

**Business Women's Forum**, a Salt Lake Chamber event. Speaker

to be determined. Location to be determined. Cost is \$27 for members, \$35 for nonmembers. Details are at [slchamber.com](http://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](http://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 startup 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.



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