

## OF NOTE



### Robust job market

Counting the nation's 347 largest counties, Davis County was No. 2 in job growth in the country from the first quarter 2016 to the first quarter 2017, according to numbers released last week by the U.S. Bureau of Labor Statistics. With a 4.9 percent jump, Davis County was up three times the national average, behind only York County, South Carolina. Utah County was No. 4 with a 4.5 percent rise.

### Industry News Briefs pages 8-9

### Business Calendar page 11

### Business Tech page 18

## EDCU 'wins' result in 9,356 jobs and \$915 million in investments

**Brice Wallace**  
*The Enterprise*

The word "tremendous" was uttered often during last week's annual meeting of the Economic Development Corporation of Utah.

The organization, which works to recruit companies to Utah and expand existing ones, had 34 project "wins" during the 2016-17 fiscal year that had a combined commitment of 9,356 new and retained jobs, \$915.2

million in capital investment and the use of 6.1 million square feet of property. Among the companies announcing projects were Amazon, Lucid Software, Decroworx, Duncan Aviation and UPS.

"I can report to you that the organization is in great shape and is strong on all fronts, and we had another great year this past year — a record year, actually, in square footage," said Dean Luikart, out-

see EDCU pg. 6



*Spire Ranges, a Springville-based company that manufactures and installs top-of-the-line shooting ranges and associated products, is one of six Utah companies that were part of a World Trade Center Utah and Utah Governor's Office of Economic Development-sponsored trade mission that included exhibiting at the Defence and Security Equipment International trade show in London last week.*

## Mission includes exhibiting at London show for six Utah firms

Six Utah companies exhibited their products last week at the Defence and Security Equipment International (DSEI) trade show. The trade show was part of a trade mission to London led by World Trade Center Utah (WTC Utah) and the Utah Governor's Office of Economic Development (GOED) Sept. 11-15.

"The DSEI trade show provides an opportunity for Utah's aerospace and defense companies to showcase the incredible prod-

ucts coming out of the Beehive State and meet new international customers," said Derek B. Miller, president and CEO of WTC Utah. "About half of the companies joining us at the DSEI trade show have attended before, which shows that this event has value for aerospace and defense companies looking to expand internationally."

see MISSION pg. 15

## Fewer mortgages show delinquency in Utah market

The number of home mortgages that are delinquent in the Salt Lake City market continues to decline, according to figures released by California-based property information and analytics company CoreLogic. In June, the latest date for which information has been compiled, 4.7 percent of mortgages were delinquent in the market compared to 5.4 percent for June last year, CoreLogic's Loan Performance Insights report found. That number includes mortgages that were in foreclosure. Mortgages are considered delinquent if payments are 30 days or more past due.

Mortgages that were seriously delinquent, defined as 90 days or more past due, also dropped in the market. The loans in the serious delinquency category dropped from 2.3 percent to 1.8 percent from June 2016 to June of this year. Loans in foreclosure dropped from 0.6 percent to 0.4 percent for the same period.

Nationally, 4.5 percent of mortgages were in some stage of delinquency in June compared to 5.3 percent in 2016. The nationwide foreclosure rate dropped to 0.7 percent, down from 0.9 percent. The current foreclosure rate is the lowest in 10 years, CoreLogic said.

"The CoreLogic Home Price Index increased 6 percent and payroll employment grew by 2.2 million jobs in the year ending June 2017, supporting further declines in delinquency rates," said Frank Nothaft, chief economist for CoreLogic. "The forecast for the coming year includes 5 percent home-price appreciation and further job growth, putting renewed downward pressure on mortgage delinquency rates."

Since early-stage delinquencies can be volatile, CoreLogic also analyzes transition rates. The share of mortgages that transitioned from current to 30-days past due was 0.9 percent in June, unchanged from June 2016.

Across the 100 most populous metro areas, the foreclosure rate varied from 0.1 percent in the Denver-Aurora-Lakewood area in Colorado to 2.2 percent in New York-Newark-Jersey City metropolitan area on the East Coast.

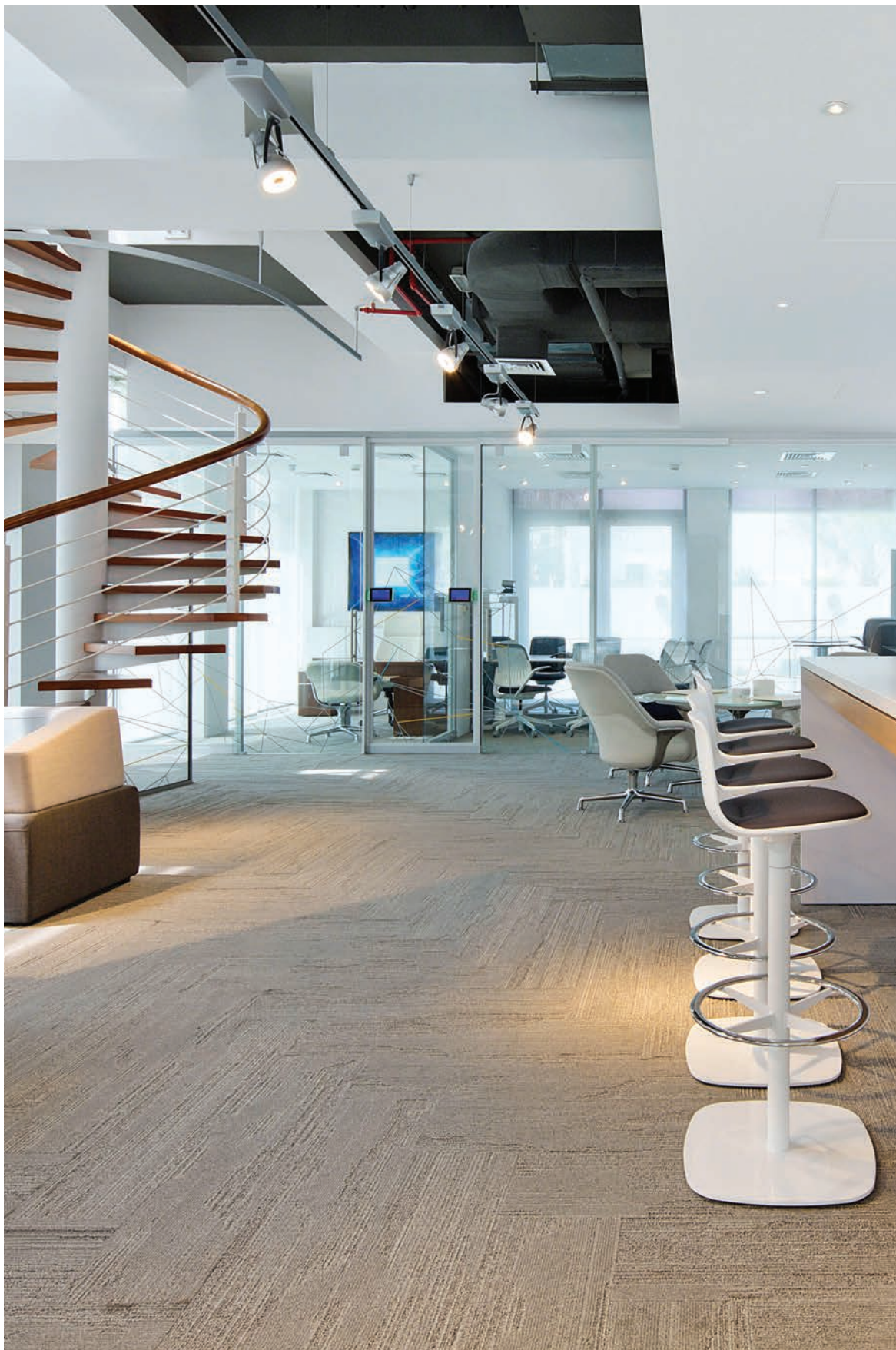


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## Ancestry CEO steps down; firm delays public offering

Lehi-based Ancestry has announced that CEO Tim Sullivan is stepping down and will become chairman of the company's board of directors effective Oct. 1. Howard Hochhauser, the company's chief financial officer and chief operating officer, will assume the role of interim CEO as the company conducts a search for a permanent replacement.

Ancestry also said that it has delayed its previously announced decision to go public with its stock. In June, Ancestry officials said that they expected the company's initial public offering to happen before the end of the year. The latest announcement did not specify when the IPO, which analysts estimate could value the company for as much as \$3 billion, might occur.

Ancestry was founded in 1983 and currently employs over 1,600 in its Lehi and San Francisco operations.

In his time as CEO, Sullivan has seen the company grow into a recognized world leader in family history, overseen its transformation into the world's largest consumer genomics provider and grown revenues to what is expected to be in excess of \$1 billion for 2017.

"The last 12 years at Ancestry have been a joy for me, but I believe it's the perfect time to find the right person to lead the company going forward," said Sullivan. "We've assembled a world-class management team, have an exciting strategic roadmap and see tremendous potential ahead. I'm also pleased to pass the baton when our company's performance is so strong."

"Ancestry subscriber growth is at a four-year high, AncestryDNA is the world's largest consumer genomics service, and with 40 percent revenue growth in Q2 and approximately 30 percent growth forecasted for the full year, our financial performance remains strong," Sullivan continued. "As board chair, I look forward to staying actively engaged with the company and supportive of the management team as they execute against our long-range plans. Howard and this team are completely ready to move the company forward."

"I want to thank Tim for his leadership over the last 12 years and for his future contributions to the company," said Mike Bingle, managing partner at Silver Lake partners, a minority stakeholder in Ancestry. "The company has a strong management team in place, enabling Howard to step forward and ensure that Ancestry continues to advance its strategic vision while we conduct a thorough search for the next CEO," continued Bingle, who is also sits on Ancestry's board of directors.

"Having been with the company and in our Utah home for close to a decade, I am confident in saying that our position as a business has never been stronger," said Hochhauser. "Tim leaves a great legacy at Ancestry and I have highly valued our partnership. Moving forward as interim CEO, I'm looking forward to working with our deep and talented management team as we continue to execute on our growth plan and assure a smooth leadership transition."

## Clearlink buys digital marketer

Salt Lake City sales and marketing company Clearlink has beefed up its digital marketing capabilities with the acquisition of Portent Inc., a 22-year-old company based in Seattle. A release from Clearlink says of the acquisition: "The result is a new kind of full-service model that offers clients the best of both worlds: collaboration with an agency services team, plus performance-based marketing."

Clearlink is owned by Sykes Enterprises Inc. of Tampa, Florida.

"We've been building this new organization with the goal of disrupting the model of the big, traditional agency," said Ted Roxbury, chief marketing officer of Clearlink. "This acquisition accel-

erates our efforts to get there and better serve our clients."

"We're positioned now to take our expertise and challenge the biggest digital agencies," said Portent CEO Ian Lurie. "We've got the people and resources to do that. And we can do something no one else does: truly pair our services with call tracking, sales and performance solutions."

Portent will continue to operate independently. The agency will serve as Clearlink's Seattle office. Ian Lurie, Portent's CEO, will become Clearlink's executive vice president of marketing services.

Established in 2003, Clearlink employs more than 1,600 marketing, sales and technology professionals in Utah and Arizona.



# Pluralsight plans to build tech campus and create 2,464 jobs in Utah

**Brice Wallace**  
The Enterprise

A tech darling has committed to expand in Utah by adding 2,464 jobs over the next decade and building a large tech campus.

Pluralsight, currently based in Farmington, will move its headquarters somewhere south of Salt Lake City. The company made the announcement about the \$371.8 million expansion after being approved for a \$21.4 million tax credit incentive by the Governor's Office of Economic Development (GOED) board at the board's September meeting.

Founded in 2004, the company provides businesses or individual subscribers with on-demand

access to digital learning tools, including adaptive skill tests, directed learning paths, expert-authored courses, interactive labs and live mentoring. It serves 40 percent of Fortune 500 companies. Profitable since its founding, Pluralsight has experienced a compounded annual revenue growth rate of over 80 percent for the past five years.

"What started in Utah will stay in Utah," Aaron Skonnard, co-founded and chief executive officer, told the GOED board, eliciting applause.

During the exploration and building phase of its new headquarters, the company will accommodate its growth by moving many software engineering and other technical functions from its Farmington and Lehi locations to

a new location in South Jordan in October. All other functions will remain in Farmington until construction is finished on its new headquarters.

Skonnard said the company has 750 employees in 10 offices, including four U.S. satellite offices outside Utah and one international office. The four satellite offices will be consolidated in Utah.

"We are committed to investing heavily in Utah in the workforce," he said. "This will be the head of our R&D, of our tech, it's going to be the head of our sales and marketing ... and it's going to be incredible. We believe in Utah."

The company plans to build a state-of-the-art tech campus "that will hold thousands and thousands

of people," Skonnard said. It will need at least 40 acres and will build "multiple buildings that can hold us for decades to come. What we don't want to do is have to move again."

In a news release announcing the expansion, Skonnard is quoted as saying, "We've loved our home in Farmington and are looking forward to creating a new, much larger home south of Salt Lake City." He said that Silicon Slopes has a "deep talent pool" for software engineers and other technical jobs that is thriving.

GOED board member Chris Conabee described Pluralsight as "a great home-grown company" and "a very successful business." He noted that Utah competed with seven other sites for the expansion project.

"It's a global company," Skonnard told the board. "We could have chosen to take our headquarters anywhere. The Bay Area would have been a great choice. Seattle would have been a great choice. We evaluated all those markets. In the end, it was because of our commitment to Utah and what we see in our future in Utah that we have decided to stay here. ... We're committed. You can count on us to create an amazing company here that will last for decades to come."

The expansion is expected to result in \$1.4 billion in new wages over the next decade and \$86.2

million in new state tax revenues during that time.

"Pluralsight is a Utah business success story, and we are proud to support the expansion of homegrown companies," Gov. Gary R. Herbert said in a prepared statement. "As a major player in Silicon Slopes, Pluralsight will continue to benefit from the state's strong business environment and talent. We look forward to their future growth."

"We congratulate Pluralsight on their phenomenal success, and look forward to working with them to select a permanent site in the coming months," said Theresa Foxley, president and chief executive officer of the Economic Development Corporation of Utah.

Skonnard said Pluralsight's mission is to "democratize technology," making it available to people in Third World countries.

"Giving technology skills to them is, in my opinion, the No. 1 thing that can break them out of the entrapments they find themselves in," he said. "So, it ties into education, but technology is the super-power of the future."

## Bank of Utah slates speaker series

Bank of Utah has announced the lineup for its Fall Speaker Events. Former U.S. Air Force intelligence officer Ret. Col. Cedric Leighton will headline the events which run Sept. 26-27 at venues from Logan to Lehi. He will address cyber risk in the global marketplace. Leighton is currently a CNN military analyst and the chairman of his own global strategic risk consultancy.

"With the advent of the 'Internet of Things,' everyone and every business is at some degree of risk for compromised data," said Leighton. "When you're connected online, your suppliers' lack of cyber security can impact yours. Big things happening around the world can put your business at risk as well. I'm very excited to come to Utah and give business leaders an overview of how to strategically minimize their risk. You can't fix vulnerabilities without first knowing the threats that exist in the business world. The cyber world and the real world are now interchangeable."

Leighton will share fascinating stories from his past at the Pentagon and assignments around the globe, as well as give his take on the current U.S. geopolitical environment and how it affects businesses, Bank of Utah said in a press statement. Throughout his 26-year career in the U.S. Air Force, Leighton oversaw numerous critical intelligence missions, helped train the nation's cyber warriors and is the recipient of numerous military awards. Leighton supported key combat operations in the Middle East with intelligence that helped

the U.S. Air Force destroy 95 percent of Saddam Hussein's air defenses and save many lives.

• The speaker series will take place at the follow locations and times:

• Ogden, Sept. 26, location is Hub 801, 3525 Riverdale Road, breakfast buffet at 7:30 a.m., presentation 8-9 a.m.

• Logan, Sept. 26, location is the Grove Event Center, 2427 N. Main St., lunch buffet at noon, presentation 12:30-1:30 p.m.

• Lehi, Sept. 27, location is

Thanksgiving Point Club House, 3300 Club House Drive, Lehi, breakfast buffet 7:30 a.m., presentation 8-9 a.m.

Salt Lake City, Sept. 27, location is Grand America Hotel, 555 S. Main St., lunch buffet at noon, presentation 12:30-1:30 p.m.

The events are open to business leaders and pre-registration is required. Register at <https://www.bankofutah.com/events/bank-of-utahs-2017-fall-speaker-event>.



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**Enterprise**  
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USPS # 891-300

Published weekly by:

**Enterprise Newspaper Group**

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

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# STEM Action Center initiative will bolster computing education in rural Utah

**Brice Wallace**  
The Enterprise

A new state education initiative is looking to ultimately bring more high-tech, high-wage jobs to rural Utah.

The Utah STEM Action Center recently announced the Utah K-16 Computing Initiative, which will target rural communities needing support in building computing programs in local schools and school districts.

Several companies led the creation of the initiative in partnership with the Utah State Board of Education, Talent Ready Utah and the Utah STEM Action Center. STEM is an acronym for science, technology, engineering and mathematics.

The announcement came during a stop of the 25K Jobs Launch Tour, highlighting Gov. Gary Herbert's goal of creating 25,000 jobs outside the Wasatch Front over the next four years. Improving computer capabilities is seen as

one way to address the estimated 8,000 technology jobs that remain open in Utah due to a lack of skilled talent.

The initiative includes a focus on K-8 industry-vetted course content, work-based learning opportunities, college readiness, stackable credentials and the granting of funds to support the development of those components in school districts statewide. The Utah Legislature provided \$1.255 million in ongoing funds during the 2017 session, and the grant

program launched in early August.

"Dell is committed to putting technology and expertise where it can do the most good for people," said Vance Checketts, vice president and general manager at Dell EMC. "The K-16 Computing Initiative and STEM Mentor Exchange are two recent examples where we have been heavily involved with public and private sector partners in the state. We encourage all of our employees to give back to the community and share their expertise in classrooms, preparing and encouraging students for careers in STEM. We know these efforts will have a significant positive impact."

"We're committed to engaging with this young generation of problem solvers," said Bruce Cutler, STEM education outreach coordinator with Ivanti. "We work closely with Boys and Girls Club in our community, volunteering our time to teach kids coding, and we see firsthand how impactful our efforts are, and we hope that other companies can do the same."

Companies and organizations that have participated in the Utah K-16 Computing Initiative advisory committee include Dell EMC, Adobe, Ivanti, 3M, Comcast, Oracle, Microsoft, IMFlash, InsideSales, O.C. Tanner, Hill Air Force Base, Orbital ATK, Google Fiber, Accelerant, Utah Digital Entertainment Network, BAE Systems, AT&T, Vivint, Utah Technology Council, Women's Tech Council

and Silicon Slopes.

"This is an exciting opportunity for us to support all Utah students and teachers and the communities they call home," said Tamara Goetz, executive director of the Utah STEM Action Center. "Computing knowledge and skills cut across nearly every educational discipline and every industry in our state. We are grateful for the governor's 25k Jobs Initiative to create an opportunity to better leverage state resources for Utah's rural communities."

"Jobs in the tech industry can often be done remotely, which makes them a great fit for rural Utah," said Derek B. Miller, president and chief executive officer of World Trade Center Utah. "The Utah K-16 Computing Initiative will provide Utah students with computer programming skills that will increase their marketability and give them flexibility in where they live. This is a great development for rural communities."

Utah Senate Majority Leader Ralph Okerlund, R-Monroe, said the Legislature has heard the demand for more high-paying, rewarding jobs as well as heard the demand from industry for a future workforce with more computing skills.

"That's why this bill is so critical in the opportunities it will create for students," said Okerlund, whose district includes all or part of Beaver, Garfield, Juab, Kane, Millard, Piute, Sanpete, Sevier, Utah and Wayne counties.

## Private equity firm buys SLC's Cafe Rio

Cafe Rio, a fast-casual Mexican restaurant company headquartered in Salt Lake City, has been acquired by Freeman Spogli & Co. of Los Angeles. According to a release from the company, Cafe Rio's existing management team will continue to lead the company and will retain a meaningful equity stake in the business. Cafe Rio was purchased from Greenwich, Connecticut-based KarpReilly, which bought the business in 2004. Terms of the transaction were not disclosed.

Founded in 1997, Cafe Rio operates over 100 restaurants in Arizona, California, Colorado, Idaho, Maryland, Montana, Nevada, Utah, Virginia, Washington and Wyoming.

"Cafe Rio is a differentiated restaurant concept with a focus on serving 'craveable' food that is 100 percent made-from-scratch," said Christian Johnson, a partner

at Freeman Spogli. "The company's unwavering commitment to food quality and customer service have engendered an extremely loyal customer following, which has led to strong financial results and an impressive track record of consistent growth. We are excited to partner with Dave Gagnon, Steve Vaughan and the management team at Cafe Rio as the company enters its next phase of growth."

"We are very pleased to be working with Freeman Spogli as we embark on this next chapter for the company," said Gagnon, CEO of Cafe Rio. "We are incredibly proud of the culture we have built during our partnership with KarpReilly, and believe it provides us with a strong foundation for future growth. Through our new partnership with Freeman Spogli, we will be able to leverage their team's extensive experi-

ence growing restaurant concepts as we look to expand Cafe Rio in both existing and new markets."

Piper Jaffray acted as financial advisors to Cafe Rio and KarpReilly. Ropes & Gray LLP and Kirton McConkie PC acted as legal advisors to KarpReilly. Morgan, Lewis & Bockius LLP acted as legal advisor to Freeman Spogli.

Freeman Spogli & Co. is a private equity firm dedicated exclusively to investing in and partnering with management in consumer-related and distribution companies in the United States. Since its founding in 1983, Freeman Spogli has invested over \$4 billion in 57 portfolio companies with aggregate transaction value of approximately \$22 billion.

## Eide Bailly acquires Hawkins

Accounting firm Eide Bailly has acquired Hawkins Advisors of Orem, giving the regional firm a presence in southern Utah County.

Hawkins Advisors will assume the Eide Bailly name and bring eight partners and 58 staff to the firm. These additions will make Eide Bailly one of the largest CPA firms in the state, based on staff. The firm already has 169 partners and staff in offices in Lehi, Salt Lake City and Ogden.

"The addition of Hawkins Advisors links Eide Bailly's services and resources in a way that will help us better serve businesses across the region," said Ted Hill, partner-in-charge of Eide Bailly's Utah offices. "Eide Bailly was one of the first regional firms to enter Utah and we are constantly looking for opportunities like this to strengthen our solutions for clients while still providing personal, local care."

"Joining Eide Bailly brings world-class services to our clients and businesses in Utah County," said Josh Rowley, Hawkins managing partner. "It also provides our staff new opportunities to grow in the areas of their strengths and interests, as well as boost our continued efforts to recruit and retain Utah's best talent."

"One of the questions we get from our clients is 'can you grow with us?'" said Hawkins partner Eric Nuttall. "Joining Eide Bailly allows us to unequivocally say 'yes' to that. As Utah continues to be one of the best states in the nation for business, we can be a trusted advisor for businesses here no matter where they are in their journey."



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## EDCU

from page 1

going chairman of the EDCUtah board. "This has been a tremendous year and the organization has just done some great things."

Michael Flynn, EDCUtah's chief operating officer, noted that not all of the new or retained jobs will materialize this year but have been committed to be created in the next 5-10 years, and

that EDCUtah's participation level in each project varied.

Flynn also said the 6.1 million figure for square footage topped the prior organizational record by more than 1 million square feet, and that the organization was involved in 136 new projects during the fiscal year.

"This is a tremendous rate of activity for an organization our size," Flynn said. "In nine of the 12 months of the year, we averaged 10-plus new projects a

month, and those all have to be managed and tended and taken care of, so, again, a tremendous rate of activity for our business development."

Flynn said he was very pleased with the organization's global strategy and outreach (GS&O) activities. GS&O is a lead generation effort that EDCUtah has been building over the past three years. "We're seeing great results in GS&O," he said, noting that it had been involved in a dozen recruiting campaigns that created 99 project leads. Of the 9,356 new and retained jobs during the fiscal year, 331 came directly from the GS&O team.

"This is a huge deal for us," Flynn said. "We've spent a lot of time, effort and money on this initiative, and we're excited to see it working so well."

Flynn commended the entire EDCUtah team for its work during the fiscal year. "This was a challenging year but a gratifying year, and they did a tremendous job on focusing on the mission and delivering tremendous results," he said.

As for the current fiscal year, Theresa Foxley, EDCUtah's president and chief executive officer, said "EDCUtah 3.0" has several priorities. One is the relaunched public development department, whose "tool kit" helps connect

city and county partners with EDCU's research, marketing and business development efforts. "We believe as we get more penetration of our tool kit, we will have a better understanding of our communities, and that knowledge will help us attract and compete for projects that are a great fit for your communities," Foxley said.

Another is expanding the organization's survey work. It conducted its first existing-business survey on behalf of Salt Lake City and in partnership with the Salt Lake Chamber. More than 800 companies were surveyed, "and our learnings will help influence policymaking and resource allocation at the city level," she said.

Third is ongoing work on megasites. Analysis is being completed on the first site, in Utah County, designed to be a springboard for others that can give companies looking for large expansions or relocations better information about large, available locations. Foxley said megasites are "investment-ready tracts of land designed to help the state compete for game-changing projects by taking the risk and unknowns out of property development. It gives us, as an organization, a defined asset to go out and market."

The annual meeting also featured awards presented for economic development activities. Gov. Gary Herbert received the Thayne Robson Leadership in Economic Development Award for his work in the public sector. Alan Rindlisbacher of Layton Construction, who was EDCUtah's first employee, received the Nick Rose Leadership in Economic Development Award for his work in the private sector. The Utah Jazz Legacy Trust received the Cornerstone in Economic Development Award, with Gail Miller accepting the award on behalf of the Miller family. The award will be renamed the Larry H. and Gail Miller Family Cornerstone in Economic Development Award for future years.

"These individuals have had a tremendous impact on Utah economic development," said Foxley. "We are grateful for their service to the state and appreciate their continued support of our mission."

The meeting marked EDCUtah's 30th anniversary. Founded as the "Committee of 100," the organization transitioned into the Utah Economic Development Corp. (UEDC) in 1987. EDCUtah now consists of more than 250 corporate and government investors working together to build economic prosperity in Utah.

## Fortem acquires Utah oil/gas leases

Fortem Resources Inc. of Las Vegas has indirectly acquired through Rolling Rock Resources LLC, its wholly owned subsidiary, an undivided 75 percent interest in oil and gas leases in the Mancos formation in Emery County covering a total of 2,313 acres. The leases were acquired at a recent Utah School and Institutional Trust Lands Administration (SITLA) auction.

Fortem has entered into a joint operating agreement with Rockies Standard Oil Co. LLC, which holds the remaining 25 percent interest.

In a separate transaction, Rolling Rock and Rockies Standard have acquired an additional 5,174 acres in the Mancos forma-

tion with each owning half of the property.

Meanwhile, Black Dragon Energy LLC, another Fortem subsidiary, has acquired a 75 percent interest in additional oil and gas leases in the nearby Moenkopi formation covering a total of 3,852 acres. The leases were also acquired at the SITLA auction and will be operated in a joint venture with WEM Dragon LLC of Orem.

Fortem Resources is a publicly traded oil and gas production, development and exploration company, which holds properties in western Canada as well as Utah and is seeking North American and international expansion through an acquisition strategy.

## NorthMarq Capital Opens its 37th Office in Salt Lake City

We are pleased to announce the acquisition of Western Capital Realty Advisors, a leading commercial mortgage banking firm in Salt Lake City. Founder John Bradshaw will join as managing director along with his highly experienced staff of five. The team will leverage NorthMarq Capital's deep lender relationships including Freddie Mac, Fannie Mae, and FHA/HUD to support the office's existing and new borrower clients.



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# 7 Habits of Success for High Level Achievers

What Tony Robbins taught me about business, wealth, and achievement

*By Michael Burnett, CEO, Success Global Media*

If you've experienced Tony Robbins live, you already know the long-term positive effect he can have on you in just one encounter. His charisma and inspiring words set aflame by his commanding presence are truly infectious. He makes people feel in their very essence that anything they want to achieve is not only possible, but truly likely.

In truth, Tony's continued prominence and success, is due to some very under-employed yet valuable habits that he continues to follow year after year, day after day. These habits have nothing to do with charisma and everything to do with what it really takes to succeed in business, in reaching personal goals and living an overall happy life of achievement and fulfillment.

As the CEO of Success Resources, I can attest to the validity of Tony's habits in reaching a high level of success. I've not only learned from him, but incorporated these habits in my professional and personal life with great rewards. Here's why this matters to you—these habits can be learned and practiced to achieve your highest personal and professional goals, just as they have worked for myself and many other successful business owners. If you're hungry for success, hungry to achieve your goals, and hungry to live a life of fulfillment and happiness practice these 7 key habits daily:

## 1. Mind the metrics – they matter.

Real success can only come when you know exactly what you are trying to achieve and how to measure if you are getting closer or further from your goal. Just as Tony uses metrics in his own endeavors and with every new coaching client he takes on, you must use metrics to ensure you (and your client or your customers) are making real progress.

Whether the goal is investing money, reaching a specific customer-related milestone, or improving your health, determining how you will measure your results is imperative in knowing what efforts are paying off and what efforts are simply not working. Metrics matter!

## 2. Always deliver maximum value in everything you do.

Tony approaches every speaking opportunity with focus on delivering to every member of his audience what he or she really needs. This is how he commands everyone's attention, and therefore controls the energy in a room no matter how large that room may be. Notice the shift in focus went from commanding a room to what really matters—what each audience member really needs. Everything falls in line once you focus on what really matters and deliver the most value in everything you do.

This is the approach that we employ at Success Resources America. Our mission is simple—to be the leader in providing exceptional education opportunities, transformational courses and invaluable programs to empowering everyone globally to achieve the success they were made for.

To do this, our team focuses on delivering the absolute best knowing that everything we do is a reflection of who we are—and we take this very seriously. We cannot help others become their best, and get the most out of our offerings, if every member of our team is not motivated to become their best.

## 3. Systematize it.

When you systematize your processes, you maximize your time and your efforts so you can work on your business instead of in your business. Solving problems through an effective system-oriented approach is essential for business and revenue growth.

Systems allow you to put on autopilot those processes that consume precious time and energy and absorb revenue that may be more effectively used to generate a higher rate of return. If you find yourself or your team doing the same tasks over and over again, there's a very good chance your business is in need of systems.

## 4. Work really, really hard.

Working hard alone will not necessarily ensure you'll reach the same level of success Tony has achieved, but this one habit used consistently will absolutely get you closer. According to a recent interview Tony spends 200 days a year on the road, coaching, doing interviews, conducting workshops and delivering speeches. This relentless schedule and his willingness to deliver maximum value to everyone he encounters explains the level of success he's achieved thus far.

Working hard alone is not enough—you have to be smart about the hours you put in to ensure they equal real results (which you'll know by using metrics). If you are a business owner, the best way to encourage hard work is by offering training and continued education to each of your employees so the hours they put in produce positive results. Consider this: mediocrity will deliver mediocre results. There is simply no substitute for hard work.

## 5. Take very good care of yourself.

You must take care of your body. Self-care is something Tony takes seriously. He follows a rigorous exercise regimen because he knows how you feel physically drives your mental attitude and affects how you make decisions. You cannot deliver maximum value, work hard and make good decisions without caring for the very vessel that carries you through life. If you're running on empty, you won't be able to deliver anything of value to anyone else.

If you don't already have a self-care regimen, and you aren't achieving the level of success you want, start a regimen immediately. Simply take a few minutes each morning to set your intention for the day. The intention can be as simple as completing an important task or implementing a new behavior.

To fuel your business, you must fuel your body. Eat healthy foods that stimulate the body and the brain.

Schedule short blocks of time each day (5-10 minutes) and cardio exercise that gets your heart rate up. Start simple—do jumping jacks, burpees or something easy just to clear your head and get your blood moving.

Mentally review your day right before going to sleep and make a note of opportunities, people or little daily delights that you are grateful to have experienced.

This keeps you in a positive state of mind and life in perspective.

## 6. Never stop learning.

It's simple really. The more you learn, the better you'll do in whatever you seek to achieve. There are several ways to gain skills, knowledge and strategies that foster growth and measureable success. Reading is one of Tony's preferred methods and he commits to reading as much and as often as he can. His primary goal is to learn how to become better at what he does.

Collaborating with mentors and high achievers is another great way to learn and become better at what you do. These achievers have already paved a well-travelled path to success so it makes sense to learn from them.

Attending live events and workshops can help you hone your skills as well as offer the benefit of connecting with high level achievers like Tony. Networking is a highly advantageous outcome when attending a live event.

The bottom line is those who achieve success never stop learning. They stay hungry to learn more, to be better at what they do, and to do what they do more efficiently. What do you need to learn to be better at what you do?

## 7. Stay hungry.

Tony maintains these habits because he's never satiated in his quest to learn. His mind is always hungry for more. In fact, this hunger is not reserved for him alone, but seems to be the common mindset among most highly successful people.

When you find something you are so passionate about that nothing quenches your desire to learn, do or be more than you are, you'll have the foundational element for achieving real success. If you incorporate all 7 of these habits consistently, just as I and many other successful people have, there is no goal, professional or personal, you will be unable to achieve.

Success Resources is hosting The National Achievers Conference in Salt Lake City on September 22, 2017, featuring keynote, Tony Robbins. He is joined by special guests Kevin O'Leary, Gary Vaynerchuk, Joseph McClendon III, and Dean Graziosi. This one-day, live event will take your life and your business to the next level.

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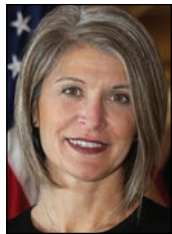


# Industry Briefs

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

## DIRECT SALES

• **DoTerra**, Pleasant Grove, has appointed **Missy W. Larsen** as senior director of government relations and corporate partnerships. She comes to the company after having served as chief of staff to Utah Attorney General Sean. D. Reyes and the Utah attorney general's office. She is the founder of public relations agency Intrepid and MWL Communications and co-founder of the Utah Refugee Connection. Larsen also has served in many business, nonprofit and government roles.



Missy Larsen

and the Utah attorney general's office. She is the founder of public relations agency Intrepid and MWL Communications and co-founder of the Utah Refugee Connection. Larsen also has served in many business, nonprofit and government roles.

## EXPANSIONS

• **InsideSales.com**, a Salt Lake City-based sales acceleration software company, has announced an expansion of enterprise SaaS technology in Europe and Asia Pacific (APAC). The introduction of the Predictive Playbooks pod in Singapore will allow APAC-based companies to sync with their customer relationship management (CRM) solution and place international calls at near-zero latency and high quality, the company said.

• **LifeVantage Corp.**, Salt Lake City, has expanded into Europe by opening for business in Germany. Available products include Protandim Nrf2 Synergizer and the complete TrueScience Anti-Aging Skin Care Regimen.

## INSURANCE

• **The Buckner Co.**, Salt Lake City, has hired **Lance Butler** as se-

nior vice president over Colorado. Butler has more than 25 years of experience in large commercial accounts and his experience includes managing sales teams.

## MEDIA/MARKETING

• **BYUtv**, Provo, has appointed **Andra Johnson Duke** as director of content and **Ian Puente** as director of operations and strategy. Duke most recently was vice president of unscripted production



Andra Duke



Ian Puente

at BBC Worldwide productions in Los Angeles. She also has worked in producer roles at GRB Entertainment, BYU Broadcasting and Kaleidoscope Pictures. Duke graduated from Brigham Young University. Puente previously was the senior vice president of business and legal affairs at EPIX. His career also includes stints with Samuel Goldwyn Films and Sony Pictures Classics. Puente's education includes graduating from BYU.

• **Jive Communications Inc.**, Orem, has hired **Pablo Gargiulo** as its first-ever chief revenue officer.



Pablo Gargiulo

Gargiulo has more than 25 years of experience as a sales, operations and marketing executive. He previously was chief customer officer and president of global sales and services at Imagine Communications.

## PHILANTHROPY

• Several Utah companies have been contributing to relief

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efforts in the wake of Hurricane Harvey. **Incorporate Massage**, Salt Lake City, has offered free chair massages to support Hurricane Harvey relief volunteers and first responders and to provide income for local massage therapists who are now out of work, as part of its "Hands Healing Houston" program. Most of the company's 23 Houston-based employees were displaced from their homes and lacked money after the hurricane made landfall. The company raised over \$1,500 internally to distribute to six Houston employees in need. Incorporate Massage also contacted Houston businesses that remain open, offering discounted rates for corporate massage so the company can raise money to fund its free massage events and also pay their therapists and provide them work. **Under Current Bar**, Salt Lake City, will donate \$1 from each sale of the "Harvey Wallbanger" cocktail during September to Hurricane Harvey relief efforts. Several bars in Texas are raising funds for the Mayor of Houston Hurricane Harvey Relief Fund. The fund is managed by a 501(c)3 non-profit, the Greater Houston Community Foundation.

• The **Prudential Spirit of Community Awards** is looking for Utah's top youth volunteers of the year. Two Utah honorees will receive \$1,000, a medallion and an all-expense-paid trip to Washington, D.C., and could advance to contention for national honors. The online application deadline is Nov. 7. Students in grades 5-12 are eligible to apply if they have made meaningful contributions to their communities through volunteer service within the past 12 months. The application is available at <http://spirit.prudential.com> and [www.nassp.org/spirit](http://www.nassp.org/spirit). The awards program is sponsored by **Prudential Financial Inc.** in partnership with the **National Association of Secondary School Principals (NASSP)**.

## REAL ESTATE

• The **Taylorville Gateway Shopping Center**, 4700 S. 4000 W., Taylorville, has been sold. It

consists of several buildings that were sold to different investors and users. The former 127,000-square-foot RC Willey structure was sold to **Standard Plumbing Supply**. The new Starbucks and the existing Burger King were both sold to separate investors. A new pad on 4700 South was sold to **Popeye's Chicken**. **Mountain West Commercial Real Estate** announced the sale; Scott Brady represented the seller.

• **PPC Real Estate Brokerage** has hired **Mike Eddy**, who focuses on office, industrial and



Mike Eddy

land transactions in his primary market in the northern regions of Utah. Prior to commercial real estate, Eddy specialized in the logistics industry, brokering freight. He began his professional career as an estimator and account specialist in the commercial mechanical industry. His education includes a bachelor of science degree in communications/public relations from Weber State University.

• **Mountain West Commercial Real Estate**, Salt Lake City, has hired **Chad Christensen** as director of research and GIS. He gathers, manages and analyzes real estate market information in Mountain West's proprietary software. He previously used GIS to provide mapping, research and media tools for Staubach Retail West, Velocity Retail and The Woodmont Co. Christensen graduated from Brigham Young University.

## RECOGNITIONS

• **ClearOne**, Salt Lake City, has received a **2017 Frost & Sullivan Award** for "Converged Audio and Video Conferencing Competitive Strategy Innovation and Leadership." The recognition stems from Frost & Sullivan's ongoing analysis of the unified communications and collaboration (UC&C) market, which cited ClearOne's diverse video collaboration product and services portfolio for its ability to cater to businesses of varying sizes, industries and technology requirements with a high degree of customization.

• **England Logistics**, Salt Lake City, has made the list of "**50 Best Companies to Sell For**," compiled by **Selling Power** magazine. The publication's research team evaluated applications that focused on three broad categories: compensation and benefits; hiring, sales training and sales enablement; and customer retention.

• **Neumont College of Computer Science**, Salt Lake City, has announced the winners of its most

recent Project Showcase. The event highlights students' technology creations. "**Gemetary**" by **Justin Furtado** earned the **Audience Choice Award**. Additional award winners include "Lost Light," the runner-up in the gaming category by **Kyle St. Amant**, and winner **Shawn McCuistion** for "System Failure. The non-gaming category ended in a tie between "Wine & Dine" by **Sophie Wargo** and "Hearth" by **Mary Schultz**, **Ben Goff** and **Ryan Stead**.

## RESTAURANTS

• The 15th annual **Downtown Dine O'Round**, presented by **Nicholas & Co.**, began Sept. 15 and continues until Oct. 1. More than 45 local restaurants are offering diners the opportunity to sample two-item lunches for \$5 or \$10 or three-item dinners for \$15, \$25 or \$35 during a two-week span that includes three full weekends. Some restaurants will choose to put one of their staples on the Dine O'Round menu, while others may change the choice daily or weekly. New participants this year are **White Horse**, **Fat Jack's Burger Emporium**, **Rib and Chop House**, **Lake Effect**, **Carnegie's** and **HSL**. The **Downtown Alliance** coordinates the event each fall. Details are at [www.dineoround.com](http://www.dineoround.com).

## RETAIL

• **ATS**, Salt Lake City, has hired **Ronald M. Anderson** as executive vice president of safety solutions. Anderson has 28 years

of experience in industrial sales and most recently was president of Headwaters Roofing. He also was president of the Metals USA Roofing Division (MUSA) when the division was acquired by Headwaters. He joined MUSA in 2003 as sales



Ron Anderson

see BRIEFS next page

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# Industry Briefs

from previous page

manager for Gerard Roofing Technologies, was promoted to vice president of sales in 2006 and then division president in 2008. His education includes studying at Utah Valley State College and the University of Phoenix.

• **U-Haul Company of Utah Inc.** has announced that **Magna Auto and Tire Center**, 8120 W. 3500 S., Magna, is now offering U-Haul products and services. It will offer U-Haul trucks, trailers, towing equipment, moving sup-

plies and in-store pick-up for boxes.

## RURAL UTAH

• The **Governor's Office of Economic Development (GOED)** board, at its September meeting, endorsed a **Rural Fast Track** grant for **PDM Professionals**, based in Tridell in Uintah County. The \$50,000 grant will help the company buy a trailer and a hydro-excavation truck to enable the company to expand its services. The \$315,893 project is expected to result in the creation of two full-time positions.

## SERVICES

• **Ancestry Inc.**, Lehi, has appointed **Sriram Thiagarajan** as senior vice president and chief information officer and has added three people to its Product and Technology team: **David Sanchez**, **Niraj Nagrani** and **Leila Pourhashemi**.



**Sriram Thiagarajan**

Thiagarajan has more than 20 years of leadership experience in global technology organizations. He joins Ancestry from Infoblox, where he



**David Sanchez**



**Niraj Nagrani**



**Leila Pourhashemi**

in addition to senior roles at Tellme Networks (now Microsoft) and Accenture. Nagrani is senior vice president of platform, having previously been global head of platforms for cloud, data, analytics, frameworks, products and engi-

neering at American Express. Nagrani also was vice president of engineering and product at SnapLogic and general manager of Microsoft Azure Cloud and O365 Engineering at Microsoft, in addition to senior executive product and engineering leadership roles at Oracle, Interwoven and Cap Gemini. Pourhashemi is vice president of business operations and previously was head of business operations and program management for the Information Security division of Intuit. Earlier in her career, she was head of product operations at eBay and senior director of enterprise transformation at PayPal, in addition to senior roles at Leap-

neering at American Express. Nagrani also was vice president of engineering and product at SnapLogic and general manager of Microsoft Azure Cloud and O365 Engineering at Microsoft, in addition to senior executive product and engineering leadership roles at Oracle, Interwoven and Cap Gemini. Pourhashemi is vice president of business operations and previously was head of business operations and program management for the Information Security division of Intuit. Earlier in her career, she was head of product operations at eBay and senior director of enterprise transformation at PayPal, in addition to senior roles at Leap-

Frog, Nuance Communications and Sun Microsystems.

## TECHNOLOGY/LIFE SCIENCES

• **Fortem Technologies**, Salt Lake City, has hired **Marty Smuin** as chief strategy officer and head of development. Smuin has nearly three decades of executive leadership experience in technology enterprises. He previously served as chief executive officer of Adaptive Computing, president of Aircom International Inc., and in executive positions at Bytemobile Inc., Openwave Systems, Access Global, Access Systems, I-drive, USA Inc. and Comcast/QVC Inc.



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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.*

## Sept. 19-21

**Pluralsight Live**, presented by Pluralsight and featuring discussions about emerging technology, digital strategy and maximizing the Pluralsight platform to reach goals. Among the speakers is former first lady Michelle Obama on Sept. 21. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$1,299. Details are at <https://www.pluralsight.com/event-details/2017/live-2017>.

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

**Multi-Chamber Women in Business Luncheon**. Location is Riverton Hospital, Riverton Classroom (northeast), 12600 S. Bangerter Highway, Riverton. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at [www.swchamber.org/wib](http://www.swchamber.org/wib).

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

**Business Women's Forum**, a Salt Lake Chamber event. Speaker Lavanya Mahate, founder of East India Pantry and Saffron Valley, will discuss "Three Stages of Ambition." Location is 50 West Club & Café, 50 Broadway, Salt Lake City. 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. 19, noon-1:30 p.m.

**"Tech and Transportation,"** a Silicon Slopes Town Hall event focusing on transportation issues faced by the tech and business communities. Speakers are Derek Miller, president and chief executive officer of World Trade Center Utah; Robert Grow, president and CEO of Envision Utah; and Stephanie Frohman, director of global strategy and outreach, the Economic Development Corporation of Utah. Location is Silicon Slopes, 2600 Executive Parkway, Lehi. Details are at <https://nvite.com/SiliconSlopes/69rd49>.

## Sept. 19, noon-1:30 p.m.

**"Steps to Maximizing Value to Sell Your Business,"** presented by Durham Jones & Pinegar

and CBIZ MHM. Speakers are N. Todd Leishman, shareholder at DJP; and Justin Stevenson, audit manager at CBIZ MHM. Location is Durham Jones & Pinegar, 111 S. Main St., Suite 2400, Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Sept. 19, 2-4 p.m.

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

## Sept. 19, 4-6 p.m.

**Business B 4/5**, a West Jordan Chamber of Commerce event. Location to be announced. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Sept. 19, 6 p.m.

**"Product! Made In Utah (Why Not?),"** a Silicon Slopes event in partnership with Access-SaltLake focusing on the challenges of bringing manufacturing jobs back to Utah. Activities include a fireside chat with Susan Peterson, Freshly Picked, and a panel featuring Brian Sather, Blacksmith International (moderator); Eric Child, FiberFix; Kory Stevens, Taft; and Paige Smith, Kindrid Oak. Location is Zions Bank Founder Room, 1 S. Main St., Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Sept. 20, 8 a.m.-4:30 p.m.

**"Boots to Business: Reboot,"** a two-step training program that provides participants an overview of business ownership as a career vocation, an outline and knowledge on the components of a business plan, a practical exercise in opportunity recognition, and an introduction to available public and private sector resources. Location is Salt Lake Community College's Miller Corporate Partnership Center, 9690 S. 300 W., Room 333, Sandy. Free. Details are at <https://www.sba.gov/tools/events>.

## Sept. 20, 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).

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

**"Walkable Wednesday,"** presented by the Young Leaders Group of ULI (Urban Land Institute) Utah. Discussion and tour will focus on The Gateway's part of the renaissance in downtown Salt Lake City and what else is to come. Meeting place is the Grand Hall of the Union Pacific Building, South Temple and 400

West, Salt Lake City. Free, but pre-registration is encouraged. Pre-registration can be completed at <http://utah.uli.org/event/free-walkable-wednesday-gateway/3/>.

## 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. Details are at [slchamber.com](http://slchamber.com).

## Sept. 20, 5-7 p.m.

**Business After Hours**, an Ogden-Weber Chamber of Commerce event. Speakers include Jerry Bovee, WSU director of athletics; Jay Hill, head football coach; and Randy Rahe, head men's basketball coach. Location is Weber State University, Stewart Stadium Sky Suites, fourth floor, 3870 Stadium Way, Ogden. Cost is \$10 for chamber members and guests, free for first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## Sept. 20, 5:30-6:30 p.m.

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

## Sept. 20, 5:30-6:30 p.m.

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

## Sept. 21, 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).

## Sept. 21, 7:30-9 a.m.

**"Technical Advisory Panel Findings and Next Steps for the Salt Lake Civic Center Campus,"** a ULI (Urban Land Institute) Utah event focusing on the Main Library and Library Square block, the center of Salt Lake City's "Civic Campus." Speakers include Lia Summers, senior advisor for arts and culture, office of Mayor Jackie Biskupski; Jesse Dean,

director of urban development, Downtown Alliance; and Christine Richman, GSBS Consulting and past chair of the ULI Utah District Council. Location is 50 West Café, 50 Broadway, Salt Lake City. Cost is \$30 for members, \$45 for nonmembers (\$15 more after Sept. 19 and onsite). Details are at <http://utah.uli.org/event/technical-advisory-panel-findings-next-steps-salt-lake-civic-center-campus/>.

## Sept. 21, 8 a.m.-5 p.m.

**Small-Business Employer Tax Withholding Workshop**, a Salt Lake Small Business Development Center event. Location is Salt Lake Community College's Miller Corporate Partnership Center, 9690 S. 300 W., Room 333, Sandy. Cost is \$15. Details are at <https://www.sba.gov/tools/events>.

## Sept. 21, 11:30 a.m.-1 p.m.

**"Multiplying Lasting, Profitable Relationships,"** a West Jordan Chamber of Commerce event. Speaker is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Sept. 21, 11:30 a.m.-1 p.m.

**WBN Luncheon**, a Utah Valley Chamber event. Speaker C. Jane Kendrick, writer, blogger, columnist, speaker and community activist, will discuss "Are You Using Your Business For Community Building?" Location is Utah Valley Home Builders Association, 1443 W. 800 N., No. 202, Orem. Details are at [thechamber.org](http://thechamber.org).

## Sept. 21, 11:30 a.m.-1 p.m.

**Annual Mayors Lunch**, a Davis Chamber of Commerce event. Location is Florentine Gardens, 2621 Oak Hills Drive, Layton. Cost is \$20 for members. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## Sept. 21, 11:30 a.m.-1 p.m.

**Networking Lunch**, a Murray Area Chamber of Commerce event. Speaker from Planet Fitness will discuss "Fall Fitness." Location is Prohibition, Fashion Place Mall, 151 E. 6100 S., Murray. Cost is \$15 for members, \$30 for guests. Details are at [murraychamber.org](http://murraychamber.org).

## Sept. 21, noon-1:30 p.m.

**"Driven By Industry: Getting Business Involved in Workforce Development,"** a Prosperity 2020 event featur-

ing specific ways a company can participate in building a skilled workforce. Panelists are Sydnee Dickson, Utah State superintendent of public instruction; Edson Barton, chief executive officer, Precision Exams; Jason Skidmore, director of career and technical education, Jordan School District; Julianne Wing, CTE teacher, Herriman High School; and Sean Slatter, chief executive officer, Logistic Specialties Inc. (moderator). Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), No. 600, Salt Lake City. Cost is \$20. Details are at [slchamber.com](http://slchamber.com).

## Sept. 22, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker to be determined. Location is Mimi's Café, 5223 S. State St., Murray. Details are at [murraychamber.org](http://murraychamber.org).

## Sept. 22, 8-9 a.m.

**Silicon Slopes Breakfast**. Speaker is Brandon Rodman, chief executive officer of Weave. Location is Silicon Slopes, 2600 Executive Parkway, Lehi. Details are at <https://nvite.com/SiliconSlopes/r94j9m>.

## Sept. 22, 9 a.m.-2:30 p.m.

**"Women Who Build: Business Building Workshop,"** presented by the Utah Valley Chamber of Commerce, Provo City, Mountainland Association of Governments, Orem City and Brigham Young University's RollinsCenterforEntrepreneurship and Technology. Keynote speaker is Vanessa Quigley, co-founder of Chatbooks. Location is Zions Bank, 180 N. University Ave., eighth floor, Provo. Registration can be completed at [Eventbrite.com](http://Eventbrite.com). Details are at the chamber. org.

## Sept. 25-26

**"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. Activities take place 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).

## Sept. 26-27

**Bank of Utah Fall Speaker Events**, focusing on unexpected





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# CALENDAR

from page 11

risks and threats to Utah businesses. Speaker is former U.S. Air Force Intelligence Officer Col. Cedric Leighton (retired), currently a CNN military analyst and chairman of his own global strategic risk consultancy. Activities take place Sept. 26 at Hub 801, 3525 Riverdale Road, Ogden, with breakfast at 7:30 a.m. and the presentation 8-9 a.m.; Sept. 26 at The Grove Event Center, 2427 N. Main St., Logan, with lunch at noon and the presentation 12:30-1:30 p.m.; Sept. 27 at Thanksgiving Point Club House, 3300 Club House Drive, Lehi, with breakfast at 7:30 a.m. and the presentation 8-9 a.m.; and Sept. 27 at the Grand America Hotel, 555 S. Main St., Salt Lake City, with lunch at noon and the presentation 12:30-1:30 p.m. Open to all businesses leaders. Pre-registration is required and can be completed at <https://www.bankofutah.com/events/bank-of-utahs-2017-fall-speaker-event>.

## Sept. 26, 8 a.m.-2 p.m.

**14th Annual Women Empowered Conference.** Theme is "Focus & Inspire." Location is Weber State University-Davis 2750 University Park Blvd., Layton. Cost is \$65. Details are

at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## Sept. 26, 8-10:30 a.m.

**"The Digital Marketing Hack Series: Marketing Automation,"** a Small Business Development Center (SBDC) event. Location is Salt Lake Community College's Larry H. Miller Campus, Corporate Partnership Center, Room 333, 9690 S. 300 W., Sandy. Cost is \$30. Details are at <https://utahsbdc.org/trainings>.

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

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

## Sept. 26, 10-10:30 a.m.

**"The Historically Underutilized Business Program,"** a U.S. Small Business Administration event about HUBZones. 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>.

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

**"Lunch and Learn Series: Participative Management."** The Lunch and Learn Series is a collaboration between the Women's Business Center and

the Professional Education Department at the University of Utah. Presenter is Scott Stephenson, an adjunct faculty member at the University of Utah. Location to be determined. Cost is \$40. Details are at [slchamber.com](http://slchamber.com).

## Sept. 26, 6-8 p.m.

**"Pinterest and Marketing,"** a Small Business Development Center (SBDC) event. Speaker is Anne Turner. Location is the SBDC, 291 S. 400 W., Orem. Details are at <https://utahsbdc.org/trainings>.

## Sept. 27, 8-11:30 a.m.

**2017 Intermountain CFO Summit,** hosted by Advanced CFO. Speakers include Ben Peterson of BambooHR, Sam Bernards of Purple and John Dudash of Mitylite. Location is The Falls Event Center, 580 S. 600 E., Salt Lake City. Registration can be completed at Eventbrite.com.

## Sept. 27, 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).

## Sept. 27, 3-5 p.m.

**"Ask a CPA,"** a Salt Lake Chamber "Business Essentials"

event. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com).

## Sept. 27, 6-8 p.m.

**Salt Lake City Tech and Startup Networking Mixer,** a KNW Media event. Location is Lake Effect, 155 W. 200 S., Salt Lake City. Registration can be completed at Eventbrite.com.

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

**Legal Clinic,** a Small Business Development Center (SBDC) event. Speaker is Matthew Todd. Location is the SBDC, 291 S. 400 W., Orem. Details are at <https://utahsbdc.org/trainings>.

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

**Health Insurance Clinic,** a Small Business Development Center (SBDC) event. Speaker is Chris Miller. Location is the SBDC, 291 S. 400 W., Orem. Details are at <https://utahsbdc.org/trainings>.

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

**Accounting Clinic,** a Small Business Development Center (SBDC) event. Speaker is Mike Collett. Location is the SBDC, 291 S. 400 W., Orem. Details are at <https://utahsbdc.org/trainings>.

## Sept. 27, 7 p.m.

**Fall Meeting,** a Society of

Physician Entrepreneurs (SoPE) event. Presentations include "Opportunities for Health Innovators," by Ron Heffernan and Dr. June Chen, founders of the Mountain Pacific Venture Fund, and "How Do I Build a Mobile Health App?" by Jordan Erickson, partner at Infuse Med. Location is Church & State, 370 S. 300 E., Salt Lake City. SoPE meetings are open to anyone interested in healthcare innovation and entrepreneurship. Registration can be completed at eventbrite.com.

## Sept. 28-30

**Startup Weekend Ogden,** a Techstars Startup Programs event that brings together designers, developers, marketers and startup enthusiasts from across the state and beyond to share ideas, form teams and launch business ventures. Location is Weber State University Downtown, 2214 Washington Blvd., Ogden. Details are at <http://communities.techstars.com/usa/ogden/startup-weekend/10414>.

## Sept. 28, 11:30 a.m.-1 p.m.

**Multi-Chamber Luncheon Series,** presented by ChamberWest and the Murray Area, Southwest Valley, South

see CALENDAR page 15

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## CALENDAR

from page 13

Jordan, West Jordan and South Salt Lake chambers of commerce. Speaker Derek B. Miller, president and chief executive officer of the World Trade Center, will discuss the status of the inland port, Utah's role in the international economy and how companies can benefit from that role. Location is Conservation Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$20 for chamber members, \$25 for nonmembers by Sept. 26; \$25 for members, \$30 for nonmembers after Sept. 26; \$30 for members and \$35 for nonmembers at the door. Details are at westjordanchamber.com.

### Sept. 28, 3:30-5 p.m.

**UTC Public Policy Forum**, a Utah Technology Council event. Location is InContact, 75 W. Towne Ridge, Sandy. Free. Registration can be completed at Eventbrite.com.

### Sept. 28, 5-7 p.m.

**Business After Hours**, a Salt Lake Chamber event. Location is Park City Culinary Institute's Salt Lake City Campus, 1484 S. State St., Salt Lake City. Cost is \$7 for early-bird members, \$10 for members and \$15 for nonmembers after Sept. 21. Details are at slchamber.com.

### Sept. 28, 6-8 p.m.

**40-Year Anniversary**, a Sandy Area Chamber of Commerce event. Adults only. Location is Snowbird Ski & Summer Resort, Cliff Lodge, 9385 Snowbird Center Trail, Sandy. Cost is \$10. Details are at sandychamber.com.

### Sept. 28, 6-9 p.m.

**"Painting for the Pantries,"** a West Jordan Women in Business event. The West Jordan Women in Business is teaming up with That Paint Thing for a night of painting of the Eiffel Tower to raise funds for Jordan Education Foundation's "Principal's Pantries" in the Jordan School District. Location is Jordan Hills Elementary, 8892 S. 4800 W., West Jordan. Cost is \$50 (includes paint supplies for one guest, entry for two guests and one dinner). Registration can be completed at www.thatpaintthing.net. Details are at westjordanchamber.com.

### Sept. 29, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker is Darrell Pehrson, city council candidate. Location is Mimi's Café, 5223 S. State St., Murray. Details are at murraychamber.org.

### Sept. 29, noon-1:30 p.m.

**Startup Conversation**, a

Silicon Slopes event featuring Ryan Caldwell, founder and chief executive officer of MX, and Dave Bateman, chief executive officer of Entrata. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free. Registration can be completed at Eventbrite.com.

### Oct. 1-4

**41st GRC Annual Meeting & GEA GeoExpo+**, presented by the Geothermal Resources Council and the Geothermal Energy Association. Annual meeting includes keynote addresses and more than 70 hours of technical presentations, workshops, field trips, a plenary session, networking events and more. GeoExpo+ features exhibits by geothermal companies. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Details are at https://geothermal.org/meet-new.html.

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

**Executive Summit 2017**, a Utah Valley Chamber event with the theme "Utah County: Full Speed Ahead." Location is Sundance Resort, Rehearsal Hall, 8841 N. Alpine Loop Road, Sundance. Cost is \$295 for members, \$350 for nonmembers. Details are at thechamber.org.

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

**Utah Outdoor Recreation**

**Summit**, a gathering of outdoor industry leaders, county and city officials, user groups and public land managers to focus on Utah's outdoor recreation. Location is Ruby's Inn, 26 S. Main St., Bryce Canyon. Cost is \$60. Registration can be completed at utahoutdoor-summit.com.

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

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

## MISSION

from page 1

The annual DSEI trade show brings together the global defense and security sectors to innovate, share knowledge and build valuable business connections. More than 1,600 companies from around the world exhibited at the trade show this year. More than 34,000 people attended the 2017 show and an estimated 76 percent of those visitors are involved in the purchasing process for their companies.

"This is an important trade show that enabled us to establish valuable relationships with business leaders in the aerospace and defense industries," said Val Hale, executive director of GOED. "This is a great opportunity for Utah companies to learn about existing business prospects, the challenges associated with doing business internationally and how to effectively work together."

In addition to the trade show, the trade mission included a market briefing, networking receptions and a tour of the London Gateway Port. The Utah delegation toured the London Gateway Port to learn about economic advantages and challenges associated with having a port. The information collected will be used to help determine if creating an inland port in Utah is feasible and makes sense economically.

The aerospace and defense industry is an important part of Utah's economy, GOED said in a press statement about the trade mission. About 10 percent of Utah's 2016 exports were from the aerospace and defense industry. Utah exports these products all over the world, including to Germany, Japan, Netherlands, China and Canada.

Businesses participating in the London trade mission and DSEI trade show were HEI Security, Robinson Armament Co., Spire Ranges, Haight Bey & Associates, VPI Technology and Fatpipe Inc.

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## Opinion

# Maybe it's not price gouging; Maybe it's a private solution to a big problem

Americans are witnessing the power of private individuals and businesses to solve pressing problems stemming from Hurricane Harvey. From the boaters and monster-truck drivers engaged in search and rescue operations to local stores opening their facilities to displaced families, there's no shortage of examples of private individuals and businesses stepping in to assist Houston in its recovery.

It's a good thing the private sector didn't wait for the Federal Emergency Management Agency to do all the work, because the government would have been unable to handle everything on its own. It's true of many disasters. Recall the tremendous support during the Katrina disaster of 2005. The American people stood on their own as an example of endurance and generosity — even more remarkable than the federal, state and local governments' responses.

Rather than dwell on government failure, it's more inspiring to remember how people and communities came together during Katrina to solve pressing and immediate problems. In their 2015 book, *How We Came Back: Voices from Post-Katrina New Orleans*, Nona and Virgil Storr and Emily

Chamlee-Wright detail the many ways "individuals and communities found hope and help in the immensely generous philanthropic contributions of informal networks of voluntary social action, such as religious organizations, as well as in established nonprofits."

You would think government officials might learn not to interfere with private-sector rescue efforts, regardless of the perceived motivation.

Unfortunately, there's a certain kind of help that the government is always stupidly turning away. Enterprising individuals and businesses are being warned away from helping fill supply gaps by Texas Attorney General Ken Paxton, who finger-wagged that "the Office of the Attorney General has authority to prosecute any business that engages in price gouging after a disaster has been declared by the governor."

According to the government, "gouging" is selling something at the highest level that the market will bear regardless of production costs. By that definition, any increase in the price of a good or service in the face of a decrease in supply is gouging. However, raising prices of goods and ser-

vices to the highest level the market will bear is not only what entrepreneurs do on a daily basis but also the mechanism that gives people access to a supply of goods they wouldn't otherwise have access to.

This is particularly important during a disaster. As the Cato Institute's Peter Van Doren and Jerry Taylor wrote in 2003, "gougers are sending an important signal to market actors that something is scarce and that profits are available to those who produce or sell that something. Gouging thus sets off an economic chain reaction that ultimately remedies the shortages that led to the gouging in the first place. Without such signals, we'd never know how to efficiently invest our resources. Moreover, we'd have no idea what to conserve. It's no exaggeration to state that, without such price signals, our economy would look like Cuba's."

Sadly, this lesson is totally lost when it's needed the most, and gougers are promptly labeled "immoral." What is immoral, however, is the prolonged scarcity of, say, food or gas that inevitably follows the government's condemning gouging. Consider John Shepperson, who, after Hurricane Katrina, rented a U-Haul, bought 19 generators in Kentucky and drove them to Mississippi, where there was greater need. He did this because he thought that he could sell

the generators for twice as much as he paid, because people really needed them. Unfortunately for him and his potential buyers, he was arrested and spent four days in jail, and the generators were confiscated, causing people to stay in the dark. The experience also stopped those who were going to follow in Shepperson's footsteps by bringing more generators to New Orleans, which would have not only increased the number of people with power but also decreased the price of generators, as the supply would have increased with every new gouger.

The same is true in Houston, where the government's aggressive stance against market enterprise is certain to delay the recovery.

As Floridians recover from Hurricane Irma, they should refuse to participate in their attorney general's misguided efforts to pre-emptively stop price gouging by setting up a hotline to denounce those who might want to benefit from the disaster. As Van Doren and Taylor aptly note, "price gouging — like spinach — may be unappealing at first bite but it's good for everyone in the long run."

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

# Maybe Reagan was wrong; We need government to take a more active part

Seeing the devastating effects of Hurricanes Harvey and Irma and of wildfires out west, one cannot help but think about the crucial role that government plays in our lives. But while we accept, even celebrate, the role of government in the wake of such disasters, we are largely blind to the need for government to mitigate these kinds of crises in the first place.

Ever since Ronald Reagan, much of America has embraced an ideological framework claiming that government is the source of our problems. Reagan famously quipped, "The nine most terrifying words in the English language are: I'm from the government, and I'm here to help."

Reagan argued for a retreat from the vision of an activist state and advocated instead for a strictly limited role for government, one dedicated to core functions like national defense. Outside of these realms, he believed, government should simply encourage the private sector and market forces.

Reagan's worldview grew out of the 1970s — a period marked by fiscal mismanagement, government overreach and slowing growth. It might have been the right attitude for its time. But it has stayed in place for decades as a rigid ideology, even though we have entered a new age in which America has faced a very different set of challenges, often desperately requiring an activist government. This has been a bipartisan abdication of responsibility.

For decades now, we have watched as stagnant wage growth for 90 percent of Americans has been coupled with supercharged growth for the richest few, leading to widening inequality on a scale not seen since the Gilded Age. It has been assumed that the federal government could do nothing about this expanding gap, despite much evidence to the contrary.

We have watched China enter the global trade system and take advantage of its access to Western markets and capital, while still maintaining a massively controlled internal economy and pursuing predatory trade practices. And we have assumed that the American government can't do anything about it, because any action would be protectionist.

We watched as financial institutions took on more and more risk, with other people's money, effectively gambling in a "heads-I-win, tails-you-lose" system. Any talk of regulation was seen as socialist. Even after the system blew up, causing the worst economic crisis since the Great Depression, the calls soon came to deregulate the financial sector once again because, after all, government regulation is obviously bad.

In this same period, technology companies have grown in size and scale, often using first-mover advantage to establish quasi-monopolies and quash competition. The digital economy was supposed to empower the individual entrepreneur, but it has instead become one in which four or

five companies utterly dominate the global landscape. A new technology company today aspires simply to be bought by Google or Facebook. And we assume that the federal government should have had no role in shaping this vast new economy. That would be activist and bad. Better for government to simply observe the process, like a passive spectator watching a new Netflix drama.

And then there is climate. These hurricanes have not been caused by global warming, but their frequency and intensity have likely been magnified by climate

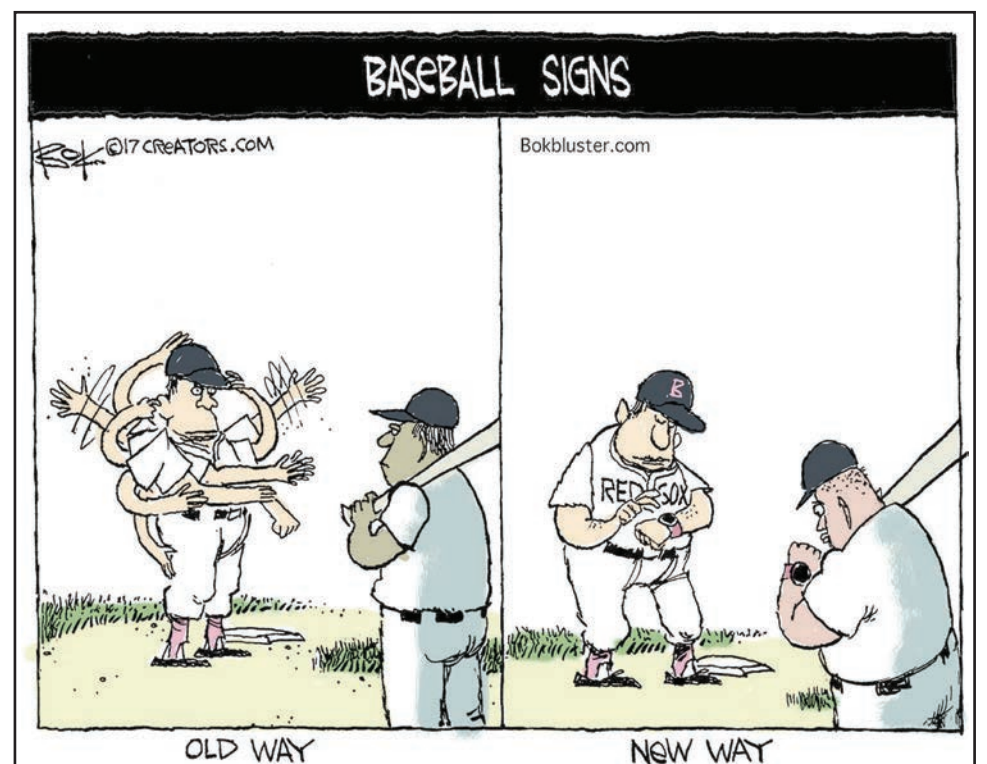
change. Particularly calamitous hurricanes have their names retired, and in the last 20 years there have been about as many names retired as in the preceding 40 years. California has had more than 6,400 wildfires this year. The 17 hottest years on record have all taken place in the last two decades.

And yet, we have been wary of too much government activism. This is true not just in tackling climate change but in other

see ZAKARIA page 17



FAREED ZAKARIA





## Opinion

# Now we've gone and done it: Committed \$33,500 for every homeless person

I visited the Saint Vincent de Paul homeless center on Rio Grande Street last April. The purpose of my visit was to update my knowledge about the homeless situation. Salt Lake City and Salt Lake County are in the midst of trying to decide where to build three new homeless centers and spend \$22 million of the taxpayers' money.

I had volunteered at the St Vincent de Paul soup kitchen for nine years and thought I knew the demographics of the homeless. And after visiting with the Saint Vincent de Paul director, my knowledge of the homeless demographics was confirmed.

When I was volunteering, the number of homeless in the area was about 2,000. According to the director of the center, they are now serving a lot younger crowd but the number of homeless is the same. When I first started volunteering the population of Salt Lake County was 910,000. Today it's approximately 1,015,000. The per capita number of homeless is decreasing.

The Salt Lake Tribune banner headline

on Aug. 25 was "Operation Rio Grande bill: \$67 million." This is a three-year project, which means if you divide the number of homeless into the cost of the operation you get \$33,500 for each and every homeless person being spent in three years.

The only rational reason I can come up with is that the myriad of services for the homeless in the area want the silver and gold of the taxpayers' hard-earned dollar. Note: I realize that part of the \$33,500 is going to go to law enforcement and possibly

could be justified. Rahm Emanuel, the present mayor of Chicago, once quipped, "You never let a serious crisis go to waste. And what I mean by that is that it's an opportunity to do things you could not do before." Our fearless political leaders of Salt Lake County and Salt Lake City have been well-schooled in Mayor Emanuel's philosophies.

House Speaker Greg Hughes, from Draper, seems to be the champion of the project. He has a dandy idea. "He envisions

a perimeter fence around The Road Home shelter that would extend east, across a closed-down Rio Grande Street, to facilities owned by Catholic Community Services," the Tribune said. For the kind of money we taxpayers are paying to help the homeless, I sure hope he has budgeted for concertina wire along the top of fence.

As far as I can tell, the only things missing in the budget is free haircuts for the homeless. I think that giving the manicures, pedicures and massages is going a little too far. I am still debating whether or not we should give the homeless gift cards to the finest dining places in The Gateway.

I do not have to apologize very often because I am always right. But an apology is due to the commercial real estate developers in and about the south part of 500 West. I thought they were the movers and shakers who are trying to relocate the homeless to some other neighborhood so they could build fancy things in the Rio Grande area. Obviously, I was wrong.

And finally, in another column in The Salt Lake Tribune on Aug. 30 by Robert Gehrke titled "Biskupski Jeopardizes Rio

Grande Progress," the author said, "I just might have found a solution for a difficulty that has been agonizing me for a number of months. I could never understand why Jim Winter resigned as sheriff of Salt Lake County to take a position heading up the Moab Police Department."

In Gehrke's column, past Sheriff Winder said that there was a great need to provide human services and enforce the law in regard to the homeless.

"This is not a new idea. Former Sheriff Winder proposed it back in April and, while Winder's roll-out left much to be desired, McAdams and Salt Lake County District Attorney Sim Gill pushed for its enactment," the column said. No wonder Winder left for Moab to finish out his golden years.

"There is a sufficiency in the world for man's need but not for man's greed." - Mahatma Gandhi

Robert Pembroke is chairman of Pembroke's Inc. and considers himself on a permanent sabbatical. He can be reached at pembroke894@gmail.com.



ROBERT PEMBROKE

# Making things right with your staff or customers: It's all about taking ownership

Here's a question: How would a front-line employee at your company handle a misstep with a client? Or, to be self-reflective, how did you last resolve an issue with someone on your staff? It's easy to hope that we'll always manage those interactions and relationships in an optimal way, but sometimes we simply don't. How can we do it right — and make things right — every time? It often comes down to taking ownership.

Case in point: We have a family cabin, where every summer, my wife, Sharee, and I host the grandkids for a multi-day "Grandpa's Camp." We reinforce family values and create memories on the ATVs, zip line and more. Well, a few years ago, we spotted something we wanted to add to the grandkids' experience: deluxe swing sets.

I knew the president of a recreation equipment company, who told me he'd be happy to give me a discount during the winter off-season — charging me just \$1,899 for a \$3,000 set (the same discount he gives customers at the home show in the spring).

So, one snowy day, Sharee and I stopped by one of their retail stores. We explained what the president had offered and the clerk said, "That'll be \$2,200 each, so \$4,400." I tried again, articulating that the president had told me he wanted to give me the home show price. The clerk said, "You ought to wait 'til the home show then."

I tried to appeal to common sense, asking, "Are things slow right now?"

She replied, "Yes, we haven't sold anything for a while. But why don't you come back to the home show in two months and you'll get the best deal?"

I said, "I'm ready to take them today." She said, "Oh, I wouldn't do that if I were you."

I was flabbergasted.

While the \$600 difference wasn't the end of the world, she was so inflexible, I ended up waiting until the Home and Garden Show to purchase the swing sets. Clearly, she didn't feel she could take ownership in this situation — she was more worried about sticking to protocol. Contrast that with companies like Nordstrom, whose employees are famously encouraged to do whatever it takes for the customer.

I had a "Nordstrom" experience at our local Florsheim shoes retailer several years ago. I had just purchased a pair of shoes — well-appointed leather, with a beautiful sheen. I was wearing them on a Sunday drive up the canyon, when Sharee noticed an autumn bush, ablaze with fall's winter colors. She asked me to stop so she could gather branches for an arrangement.

I looked at my clothes, my shoes, the rocky ledge where that fiery bush was perched — and then at my wife's hopeful gaze. I headed out on the rocks, slipped and luckily caught myself. I was fine, but my brand-new shoes were not. The finish came right off the top.

I was in the mall not long after that and I saw Bruce, my Florsheim salesman. He asked how the shoes were treating me and as I happened to be wearing them, I admitted to my mishap. He immediately said, "Oh, we'll replace them. Come right down here."

I hesitated, but he insisted. I was blown away — he didn't wait to get approval from a boss. He didn't chide me for traipsing

around the canyon in dress shoes. He took ownership, made my day and, of course, I went back time and again for more Florsheim shoes.

When it comes to our own interactions with our employees, we should ask, "How can I take ownership for my part and encourage them to do the same?" I had an assistant once who was habitually 15 minutes late. I finally had a heart-to-heart talk, explaining she was doing well with many aspects of her job, but she needed to improve her timeliness.

She shrugged her shoulders and said, "I've just never been on time in my life. I'm always late. I've worked here a long time. Isn't that enough for a raise?" I wanted to stand firm on our core company values of accountability and taking ownership, but I also wanted this to be a win-win. So, I offered, "I'll tell you what. Instead of a raise, let's try looking at it as a bonus. If you can be here 10 minutes early next month — how about just 18 of the 22 work days — I'll give you a \$300 bonus." Sure enough, she was early every day.

I am often asked to speak about improving employee performance and curbing entitlement in the workplace. As I've shared in presentations and my latest book, *Entitlement Abolition*, much of it comes down to teaching employees to do the basics:

- Take ownership for your own actions.
- Deal "above the line," as Marshall Thurber puts it, by avoiding blame, shame and justification.
- Learn from mistakes and setbacks.
- Do what's right for the customer, your co-workers and the company.

Whether you're focused on improving customer care or bolstering employee relations, remember it can require a balance

among setting clear expectations for accountability, offering flexibility and exemplifying the "make things right" approach.

Doug Andrew is a best-selling author, radio talk show host and abundant living coach.

## ZAKARIA

from previous page

areas that have contributed to the storms' destructive power. Houston chose not to have any kind of zoning that limited development, even in flood-prone areas, paving over thousands of acres of wetlands that used to absorb rainwater and curb flooding. The chemical industry has been able to convince Washington to exercise a light regulatory touch, so there is limited protection against fires and contamination, something that was made abundantly clear in the last couple of weeks. And now, of course, low-tax and low-regulation Texas has come to the federal government, hat in hand, asking for more than \$150 billion to rebuild its devastated state.

We are living in an age of revolutions, natural and human, that are buffeting individuals and communities. We need government to be more than a passive observer of these trends and forces. It needs to actively shape and manage them. Otherwise, the ordinary individual will be powerless. I imagine that this week, most people in Texas, Florida and Puerto Rico would be delighted to hear the words, "I'm from the government, and I'm here to help."

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## Business Tech

### Dealing with human behavior: Four tips for smooth transitions

Change is hard. It's easy to fall into a pattern of doing things the same way, and it's amazing how irritating it can be when those patterns are disturbed. Unfortunately, technology is frequently disruptive by nature. The whole idea behind it is to change how we do certain things. The challenge is getting humans to change with it.

Technology professionals are planners. They like to know all the variables in an equation and plan for contingencies. When rolling out a new service or application on a network, they have detailed plans of the work to be done and can execute on them. They can change out systems with little or no downtime. These are major technology changes. The big variable — that's almost impossible to account for — is people.

Getting people to change their behavior can often feel akin to Sisyphus rolling a boulder up a hill only to watch it roll back down again. Human behavior is much harder to change than systems — and much less predictable.

Leaders need to recognize this fact and put a plan in place for how they will get users to adapt to the new technology. Taking the time to do this will help them get the best adoption and return on investment for their technology spending. Here are a few tips:

1. What's in it for me? Employees need to understand the vision and why the new technology is an improvement. They also need to know how it will make their life and job easier. Typically, department heads or managers will need to have buy-in first and then can work to indoctrinate their teams. They have a better understanding of the individual needs and can show team members how the new solution will help them personal-

ly. If you can bring things down to a personal level, studies have shown that you have a much more success.

2. Choose wisely. There are enough software options out there that you can afford to be picky. Look at a few and encourage your team to do a demo and provide feedback. Find software that is intuitive, if possible, and doesn't have a 100-page user's manual. Complex systems that take multi-day trainings will slow user adoption.

3. Leverage influencers. With every new deployment, you should focus on getting several "network champions" on your team that will be fully invested in the new solution. They will learn the solution and can help coach others how to best use the new tools. If you can get influencers to adopt the new technology, it will spread much more easily throughout your organization.

4. Highlight the wins. Another idea that can help adoption is to highlight and reward individuals that use the new system. Draw attention to the positive impact it's having on your organization. You can also reward the behavior you're trying to push. Gamification is a great way to create buzz among your team and encourage adoption of new technologies.

Technology and systems are continually evolving. Business leaders need to recognize the challenges that lie with trying to change human behavior. If they take the same time and care to plan out how they will change human behavior as they do the technical aspects of a change, they will have the success and adoption they are looking for.

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



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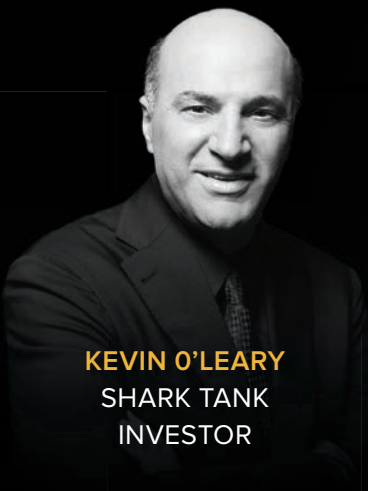
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