

## OF NOTE



### A cool \$11 billion profit

Warren Buffett's Berkshire Hathaway officially became the largest shareholder of Bank of America Corp. last week when the investor exercised warrants and bought 700 million shares at a bargain-basement price of \$7.14 per share. The stock has been trading around \$24 last week. Buffett bought the warrants when BoA was struggling in 2011.

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## Garfield-area businesses urge against monument reduction

**Brice Wallace**  
*The Enterprise*

A group of businesses in the Escalante and Boulder area have made their position known regarding the possible shrinkage of the Grand Staircase-Escalante National Monument.

Specifically, they urge the federal government to leave the monument alone, bucking stances taken by Utah government officials at various levels.

While Interior Secretary Ryan Zinke

has submitted his report on national monuments to President Trump, details have not been made public. However, *The New York Times*, citing "people briefed on the plans," reported that both Grand Staircase-Escalante and Bears Ears national monuments in Utah be reduced in size. The *Washington Post* had similar reporting, based on information from "multiple individuals briefed on the decision."

Grand Staircase-Escalante was des-

**see MONUMENT pg. 18**



U.S. Air Force personnel work on a cabling upgrade to a 1970s-era Minuteman III ICBM at an undisclosed facility in an effort to keep the missile fleet operational while a new generation of ground-launched weapons is developed. Boeing facilities in Utah will have a part in that development, thanks to a \$349 billion contract the company recently received from the Department of Defense.

## Utah Boeing plants will be part of GBSD ICBM development program

It looks like the next phase in the development of the new Ground Based Strategic Deterrent (GBSD), the replacement for the Air Force's Minuteman III intercontinental ballistic missile (ICBM) system, will involve Utah — at least to some degree. Boeing and Northrop Grumman both won contracts recently from the Department of Defense for the next step in the de-

velopment of the missile system called the Technology Maturation and Risk Reduction (TMRR) phase.

The contracts are part of a planned overhaul of the U.S. nuclear arsenal that will eventually cost \$62.3 billion, accord-

**see BOEING pg. 18**

## Optimism stays strong among Utah consumers

Consumer attitudes in Utah remain positive, continuing a year-long trend.

The Zions Bank Utah Consumer Attitude Index (CAI) rose 0.8 points from July to August, reaching 115. The index has been above 110 since June 2016, indicating that Utahns continue to be very optimistic about current economic conditions within the state, as well as optimistic about the future.

The overall CAI is 3.5 points higher than it was a year ago, while the national Consumer Confidence Index rose 2.9 points from July to August to 122.9, which is 21.8 points higher than a year earlier.

Among the reasons cited for Utah's consumer attitudes is the state's robust job market, fueled by expansion within the technology and housing sectors. The index also indicated, however, that many residents may be noticing that the cost of living is rising, a possible byproduct of the recent economic expansion.

Zions noted that a *U.S. News* report shows that Utah's economy is ranked 29th in total affordability, a calculation based on cost of living and housing affordability. Housing prices within Utah have increased by more than 10 percent since June of last year. Although increases in housing prices may be leading to higher costs within the state, there is an economic benefit to their growth, it said.

"Expansion within the housing market is a good sign that the economy has recovered since the recent economic downturn," Scott Anderson, Zions Bank chief executive officer and president, said in announcing the index figures. "Home equity is a large share of many Utahns' net worth, and as homes become more valuable, homeowners should see their wealth continue to increase."

A recent Zions Consumer Price Index showed the cost of living in Utah is higher than a year ago, up 3.4 percent. The August CAI survey indicated that 32 percent of Utahns planned to spend more on school supplies this year compared to last year.

Among the positive elements of the CAI is that consumers are confident that the

**see CAI pg. 18**



**TONY ROBBINS**  
IN PERSON AT **MAVERIK CENTER** WITH OTHER GUEST SPEAKERS

**SEE BACK  
PAGE FOR DETAILS**



# Rocky Mountain Power, rooftop solar industry sign settlement over rates

**John Rogers**  
The Enterprise

The parties involved in an ongoing dispute over how rooftop solar systems interface with traditional utilities have reached an agreement. Advocates and marketers of the popular rooftop installations have signed a settlement with Rocky Mountain Power which kills a proposal made by the utility that the consumer solar power group, led by a coalition called Utah Clean Energy, felt would have killed their industry.

In a press statement posted on its website, Utah Clean En-

ergy said, "It would have made solar unaffordable for most Utah households and eliminated the thousands of jobs that this industry brings to our state. We entered settlement negotiations in hopes of avoiding that outcome. After a challenging and thorough negotiation process, Utah Clean Energy and other official interveners signed a settlement agreement with Rocky Mountain Power. The agreement will serve as an interim solution to the standoff over utility rates for rooftop solar customers. For better or for worse, more work to ensure Utah's long-term solar future is still ahead of us."

Utah Clean Energy cited 2016

Nevada legislation that allowed that state's only power provider, NV Energy, to charge higher rates and fees for solar panel users while also reducing the rates the company was required to pay for electricity fed back into the grid by solar panel owners. Most of the state's rooftop installers cut back operations in response to the law and the industry's association said it cost 2,500 solar-related jobs. Nevada Gov. Brian Sandoval signed legislation in June rolling back most of the changes, breathing life back into rooftop business.

Rocky Mountain's proposal would have included a "demand charge" which opponents said

would have negated any affordability a rooftop installation may have had.

Under the new agreement, supported by Salt Lake City, Gov. Gary Herbert, Utah Office of Energy Development Director Laura Nelson, Rocky Mountain Power and other stakeholders, provides for a credit rate of about 10 cents per kilowatt-hour for those who have already installed residential solar systems to cover their investments while allowing for a 9.2 cents/kwh rate after Nov. 15 that still makes purchasing residential solar a relatively reasonable fiscal decision, according to signees. That rate stays in place for three years while the state, Rocky Mountain Power and other stakeholders work to assess the overall solar cost/benefit framework and construct a permanent solution.

Utah-based Vivint Solar concurred with advocates that Rocky Mountain Power's original proposal "could have devastated the solar industry" in Utah and, in a statement released last week, said even under the compromise agreement, it wouldn't escape unharmed.

"Utahns are passionate about technological innovation, energy independence and environmental stewardship," said David Bywater, CEO of Vivint Solar. "The settlement clears up the uncertainty of the last nine months created by (Rocky Mountain Power), but as with any compromise, we didn't get everything we want in this deal."

The new agreement must still be approved by the Public Service Commission of Utah.

## Geothermal industry slates SLC gathering

Over 1,300 attendees will converge on the Salt Palace Convention Center in Salt Lake City for the world's largest geothermal energy event. The Geothermal Resources Council Annual Meeting and GEOEXPO+ will run Oct. 1-4.

Utah Gov. Gary Herbert will address the opening session of the GRC Annual Meeting on Oct. 2 and will be joined by other special guests and energy experts. The opening session will attract leading researchers, academics, students, state and federal agency officials and executives from over 200 companies, such as Berkshire Hathaway Energy, CYRQ Energy, Calpine, Coso Energy, ENEL

Green Power, Ormat Technologies Inc., U.S. Geothermal Inc. and others that develop, build, maintain and operate geothermal plants around America and the world.

The GRC Annual Meeting features over 70 hours of technical presentations, workshops, field trips, a plenary session, networking events and more. The GRC Technical Session programs will cover a wide array of topics pertaining to geothermal energy.

The GEOEXPO+ features exhibits by leading companies that are involved geothermal development through new projects, products, services and technology. The exhibit hall will be open Oct. 2 at noon through Oct. 4 at noon.

In addition, there will be joint GRC/Geothermal Energy Association policy and market development discussion panels on topics ranging from permit streamlining and new technology developments to the growing international geothermal market.

The Geothermal Energy Association represents over 100 companies in the American geothermal power industry, which supports a workforce of almost 12,000 full-time U.S. jobs. Members run 104 operating plants in nine states with a capacity of 3,700 megawatts at a replacement value of over \$20 billion. There are over 80 new projects in development.

## UTC has new leader

Utah's largest industry association has a new leader.

The Utah Technology Council (UTC) announced last week that its board of trustees has unanimously appointed John Knotwell as president and chief executive officer. He succeeds Richard Nelson, who will serve as an advisor to the organization's board of directors.

"After more than a decade working in Utah tech, I am privileged to join UTC and lead the organization," Knotwell said. "UTC has become an integral part of the technology landscape in Utah and I look forward to building upon that success."

"I am also thrilled to have the opportunity to work with the many great members of UTC who have helped create and develop Utah's innovative spirit and contributed to building a nationally recognized epicenter of technology."

Knotwell's most recent tech-related roles include serving as chief revenue officer at RizePoint, where he was responsible for leading worldwide sales, alliances, services and customer success; vice president of sales at Workfront; and vice president of sales at in-Contact.

Knotwell, a resident of Heriman, has been in the Utah Legislature since 2013. He currently serves as assistant majority whip in the Utah House of Representatives.

His biographical information at the House website notes that Knotwell earned an associate degree in political science from Utah Valley State College and bachelor's degree in political science and

history at the University of Utah. He also earned an MBA from the Jon M. Huntsman School of Business at Utah State University.

"After an extensive, nationwide search, the board is confident that John's experience and talent are necessary to navigate the evolving and expanding landscape of Utah's rapidly growing tech sector," said Gary Goodrich, chairman of the UTC board. "I have no doubt that he is the right person to take the helm at UTC."

UTC represents about 6,000 technology businesses. Its top priorities are expanding the talent pipeline for high-tech positions, enhancing the business climate in Utah, and fostering innovation within Utah technology companies.

The organization announced in May that Nelson would transition from president and CEO later in the year. He had led the organization, once known as the Utah Information Technology Association, for 18 years. UTC also said at that time that it was undertaking a "rebranding and refreshing," featuring a honing of its message and updating its website.

Nelson said in May there were three fundamental changes during his time at UTC. One was the creation of the \$121 million Utah Fund of Funds in 2003, which boosted venture funding in Utah. The second was UTC's push for the creation of a \$40 million STEM Action Center to help boost the number of youngsters learning about science, technology, engineering and math as a way to build a skilled workforce for Utah companies. The third was the state's \$248 million engineering initiative, which has increased the number of computing and engineering graduates since 2001.



**John Knotwell**

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# Report: It's true, Utah really does have a gender equality problem

Whatever economic leaps Utah's economy has made during the past few years, it apparently lags when it comes to gender equality.

As in, lags the rest of the nation.

The Beehive State finished

dead last overall in a recent analysis by WalletHub, which compared all states across 15 indicators of gender equality. In the three major categories, Utah was 43rd-ranked among states for workplace environment, 50th in education and

health, and 40th in political empowerment.

The workplace environment figure included statistics related to disparity of income, higher income, the share of executive positions, the number of minimum-wage workers, unemployment rate,

entrepreneurship rate and average number of work hours. The education and health figure looked at disparity in educational attainment, advanced educational attainment, math test scores and doctor-visit affordability. The political empowerment figure considered disparity in the share of lawmakers in the U.S. Senate, the U.S. House of Representatives, the state legislature and state-elected executives.

Utah was also near the bottom in several breakout rankings: 48th for both the largest income gap and 46th for largest executive positions gap, with women being the "disadvantaged" gender. Men were the disadvantaged gender in another breakout, the largest work-hours gap, where Utah was 48th.

Hawaii topped the overall rankings, followed by Nevada, Illinois, Minnesota and Washington.

"Women's rights in the U.S. have made leaps and bounds since the passage of the 19th Amendment," WalletHub said. "Yet many women still struggle to crack the proverbial glass ceiling because of their unequal treatment in society. Unfortunately, the gender gap in

21st century America has only expanded."

The U.S. in 2016 was 45th among nations, down from 28th, in the World Economic Forum's ranking of 144 nations based on gender equality.

"The workplace provides perhaps the most potent evidence of the issue. Despite their advances toward social equality, women continue to be disproportionately underrepresented in leadership positions. According to the Center for American Progress, women make up the majority of the population and 49 percent of the college-educated labor force. Yet they constitute only 25 percent of executive- and senior-level officials and managers, hold only 20 percent of board seats, and are only 6 percent of CEOs. The gaps are even worse for women of color," WalletHub said.

The National Women's Law Center says that nearly two-thirds of minimum-wage workers in the U.S. are female.

"Unfortunately, women still have too few voices in government to help them achieve full social and economic equality in the near future," WalletHub said.

## Harrington tabbed as president, COO at Entrata

Entrata, a property management software developer in Lehi, has appointed Chase Harrington its new president and chief operating officer, effective immediately.



Chase Harrington

Since joining the company in 2009, Harrington has served as Entrata's COO and had the title of chief strategy officer added in 2013.

"Chase's expertise in strategic planning and business process improvement has been integral in helping the company reach its ex-

ponential growth milestones over the years," said Dave Bateman, CEO of Entrata. "His proven ability to create value for the company and an elevated experience for our customers provides us with the confidence that he will continue to be a tremendous asset as he takes on expanded responsibilities and the company continues to innovate and grow."

With over 30 tools and services, the Entrata platform serves more than 3 million apartment units across the U.S. with its property management software called Entrata Core.

"With Chase at the helm, Core is disrupting the multifamily industry," said

Bateman. "We've already seen more than 5 percent of our target market make the switch."

Entrata's ResidentPay rent collection program processes over \$18 billion in payments annually.

"I have seen this company evolve from being a company that provides payment processing and website portals to a full-service platform addressing the full spectrum of technology needs for our customers," said Harrington. "The growth shows no signs of slowing and I am honored to take this role in continuing the charge to be the most innovative, modern and responsive technology partner on the market."



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# CBRE report: E-commerce not really ruining traditional retail

A popular myth holds that pure-play e-commerce is taking over traditional retailing. But a new report from CBRE outlines how the opposite may be true: Brick-and-mortar retailers account for roughly half of online sales and related activity. Pure-play refers to companies that operate only on the Internet.

The latest installment in CBRE's "Beyond the Headlines" series outlines how, rather than being wiped out by e-commerce, many traditional retailers have evolved into omni-channel merchants operating both online and in stores. As a result, retailers born of bricks and mortar now collectively generate slightly more than half of U.S. online sales, according to CBRE's analysis.

In addition, traditional retailers are expanding into more U.S. distribution space than their online-only rivals. CBRE calculates that traditional retailers accounted for 58 percent of new leases for retail supply chain space — meaning retail-specific warehouses and distribution centers — in 2015 and 2016. By comparison, pure-play e-commerce operators claimed 32 percent and wholesale-retail users

10 percent. "Physical retail and online sales aren't mutually exclusive," said Melina Cordero, CBRE Americas head of retail research. "Modern, adaptive retailers have embraced e-commerce as one of several channels to best serve customers. And shoppers increasingly research products both online and in stores before making their purchases."

The challenge for retailers, however, goes beyond recognizing the importance of omni-channel capability. Assembling a truly omni-channel network of precisely positioned stores and distribution centers is a necessary, but complicated, and often expensive endeavor.

"Consumers expect their experience with retailers to be seamless, whether they're researching the product online and buying it in the store or vice versa," said Brandon Famous, CBRE Americas retail leader and co-lead of CBRE's Omni-channel real estate practice. "Retailers that make the investment to build and perfect truly omni-channel networks are ensuring the long-term viability of their brand in the changing marketplace," he said.

## SLC's Customer Dynamics bought

Microexcel, a Secaucus, New Jersey-based provider of technology solutions and services for business, has acquired Customer Dynamics of Salt Lake City. Customer Dynamics is a professional services organization that provides software-as-a-service (SaaS) solutions to improve the customer experience and agent experience at contact centers. With the acquisition of Customer Dynamics, Microexcel said in a release that it expects to expand its reach within the growing contact center and business process outsourcing industry segments by offering innovative, cloud-based, SaaS solutions for customer relationship management.

"Microexcel's Microsoft practice has extensive experience around Microsoft Cloud productivity suite of products and the acquisition of Customer Dynamics for its CRM vertical expertise will add to the strength of our services and solutions portfolio," said Geoff Obeney, chief operating officer of Microexcel.

"We are thrilled to be part

of the Microexcel organization and look forward to growing the SaaS-based CRM portfolio of solutions," said Ryan Redmond, CEO of Customer Dynamics. "Providing real-time information of customer history with purchases, buying patterns and past complaints as an example, helps the agent become more informed, empowering the agent to become proactive instead of reactive to the customer's needs. This is a game-changer in how relationships are established with a brand and how brand loyalty can be measured. We are excited to bring this expertise to Microexcel."

In the near term, both organizations plan to focus on executing a smooth transition of the acquisition, the release said. Customer Dynamics will operate as a division of Microexcel and will update its corporate identity to be recognized as Customer Dynamics, a Microexcel Company. The leadership and existing staff will remain within the Customer Dynamics division and continue to operate independently.



## Phase 3 of doTerra's expansion will make room for 950 new employees

Pleasant Grove-based doTerra, a rapidly growing direct sales company that produces essential oils and other wellness products, is breaking ground on

new office, medical and fulfillment space and expanding its manufacturing facility.

It's the third phase in the company's expansion within the

Pleasant Grove and Lindon area and will add about 950 jobs over the next three years, the company said. When the construction is completed, doTerra will have

more than 2,950 employees in Utah and nearly 970,000 square feet of office, medical, manufacturing and fulfillment space spanning 100 acres.

Founded in 2008, doTerra ships products to customers in over 120 countries.

"Expanding our campus provides additional opportunities for research and growth so we can continue to lead the way to sourcing, testing, manufacturing and distributing essential oils and other healthy living products for customers around the world," said David Stirling, founding executive, chairman and CEO of the company.

The company is constructing a 67,055-square-foot office building for an additional 400 employees. It will also have a childcare center that will serve up to 84 children, including infants and toddlers. Construction is due to be completed in fall 2018.

A 39,500-square-foot medical clinic is slated for completion in spring 2019. It will initially serve doTerra employees and

Wellness Advocates, its independent direct-sales distributors, but will eventually be opened to the community. The building, which will focus on integrative care and accommodate 100 employees and five medical doctors, will be designed to expand as need demands with the potential of adding two more buildings.

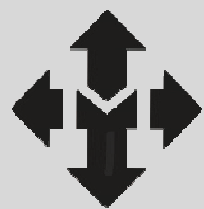
"Health and wellness are the core of our business and we're pleased to create a clinic where we can validate the medical benefits of oils with modern medicine," Stirling added.

The company is also adding nearly 200,000 square feet to its manufacturing facility, which will have almost 324,000 square feet when it's finished in fall 2018. It will have space for 200 more employees.

A 270,000-square-foot fulfillment center will be built on 32 acres along the I-15 corridor in Lindon near the Pleasant Grove exit. Although it is expected to house nearly 250 new employees, it will be designed to use advanced automation to fulfill orders from around the world.



A 39,550-square-foot medical clinic is part of the expansion announced recently by doTerra in Pleasant Grove. It will initially serve doTerra employees and Wellness Advocates, its direct-sales distributors, but will eventually be opened to the community, the company said.



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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.

## BANKING

• **Bank of Utah**, Ogden, has appointed **Brooke L. Heym** as mortgage loan officer at the Redwood Road branch. Heym has more than 20 years of management experience. She previously was the residential mortgage loan officer at Liberty Bank Inc. and manager of research center operations at Opinion Dynamics Corp.



Brooke Heym

## CONSTRUCTION

• **Spectrum Engineers**, Salt Lake City, has hired **Vellachi Ganesan** as lighting designer. Ganesan is also a light artist and design educator and has worked for eight years in the lighting design industry. Her experience includes working as a lighting designer for Arup, presenting light-art installations at international festivals, and teaching lighting design at tertiary institutions.



Vellachi Ganesan

## DIRECT SALES

• **DoTerra**, Pleasant Grove, has appointed **Dr. Brannick Riggs** as vice president of healthcare initiatives and chief medical director of the company's medical clinic. Riggs has more than 15 years of medical experience and will continue to practice medicine. Riggs has served on



Dr. Brannick Riggs

DoTerra's medical advisory board for five years. Prior to joining DoTerra, Riggs was an associate professor at the University of Utah College of Medicine, practiced as a physician and partner at Revere Health, and served as Revere Health's medical director of the Northern Utah Region.

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## DIVIDENDS

• The board of directors of **Extra Space Storage Inc.**, based in Salt Lake City, has declared a quarterly dividend of 78 cents per share for the third quarter of 2017. The dividend is payable Sept. 29 to stockholders of record Sept. 15.

## EXPANSIONS

• **Purple**, a Salt Lake City-based mattress company, has announced its first international expansion, moving into the Canadian market. The company was launched in January 2016 by Tony and Terry Pearce.

## HOSPITALITY/FOOD SERVICE

• The **Fairfield Inn Provo** has been sold for an undisclosed amount to a regional investment group. **Hunter Hotel Advisors'** Los Angeles office represented a California hotel owner for the

sale. The three-story hotel was built in 1992.

## LAW

• **Cordell & Cordell** has hired associate attorney **Brody N. Miles** for its Midvale office. He is the fifth attorney in that office. The firm has more than 250 attorneys in more than 95 offices in the U.S.



Brody Miles

## PHILANTHROPY

• **World Trade Center Utah** (WTC Utah) and the **Lt. Governor's Commission on Service and Volunteerism** (UServeUtah) are teaming up to promote community engagement on the Sept. 11 National Day of Service and Remembrance, a day set aside to pay tribute to the victims of 9/11 and the men and women who rose up in service in the days and weeks following the attacks. The two organizations will be participating in service projects benefitting the homeless community on Sept. 11 and challenge all members of the community to find a way to serve between Sept. 8-16. People interested in exploring volunteer opportunities can visit [utah.gov/911-day-projects](http://utah.gov/911-day-projects) or [www.justserve.org](http://www.justserve.org).

## REAL ESTATE

• **Coldwell Banker Commercial Advisors** has hired **Dan Simons**, **Mark Jensen**, **Greg Ratliff**, **Chris Turner** and **Richard McAllister**. Simons works at the company's Salt Lake City office as senior vice president. He has nearly 40 years of experience work-



Dan Simons



Mark Jensen



Greg Ratliff



Chris Turner



Richard McAllister

ing in the Utah commercial real estate market. He previously was branch broker at NAI West and held positions at Newmark Grubb ACRES and NAI Utah. Simons also served as the director of real estate at Larry H. Miller Group, guiding the development of Jordan Commons; was economic development director for Sandy City; served as chair

will work in Salt Lake City as an investment analyst. He previously worked at Newmark Grubb ACRES. McAllister was hired to work in the firm's Utah County office in American Fork as vice president. He previously was with Prudential Real Estate since 2000.

• **Newmark Grubb ACRES** has welcomed the **Summit Senior Housing Advisors** (SSHA) group, **McSean Thompson** and **Sam Bechtold**. Thompson has consulted with



McSean Thompson



Sam Bechtold

dozens of operators on how to implement operational improvements and has closed over \$75 million in transactions in the last 36 months. He has extensive experience in data science and analytics, having completed a five-year engagement with the Ministry of Higher Education and Scientific Research in the United Arab Emirates. Bechtold is a healthcare real estate professional with a wide range of experience in brokerage, asset management and senior housing operations, including business development and investment analysis. He got his start in healthcare real estate management as a senior investment analyst and asset manager at Welltower (formerly Health Care REIT). His education includes

see BRIEFS next page

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of the Sandy Area Chamber of Commerce; served as commissioner of the Utah Division of Real Estate; and served as president of Thanksgiving Point Development. Jensen will work in Salt Lake City as executive vice president of investments. Jensen previously was executive vice president at Newmark Grubb ACRES and headed the Apartment Realty Advisors "ARA" Utah Office. Ratliff will work in Salt Lake City as senior vice president of multifamily investments. He most recently was vice president of the Apartment Properties Group at Newmark Grubb ACRES. Turner

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## Industry Briefs

from previous page

an undergraduate degree at the University of Utah.

• **C.W. Land Co.**, Centerville, has appointed **John Erickson** as vice president of construction, leading the company's portfolio of unique regional developments. Erickson's experience includes 10 years with Oakland Construction where he managed engineering, bidding and contracting for high-rise residences, urban infill and educational facilities. He graduated with



John Erickson

has 25 years of experience in developing marketing and sales programs for technology and enterprise businesses. Prior to joining Fortem, he was chief marketing officer and vice president of business development at Vivint Solar. He also was president of North America operations for Nextthink Technology and chief executive officer of Corda Technology. He is the acting managing board member of Deductr. He holds an MBA in finance and a bachelor's degree in business management from Brigham Young University.

a Bachelor of Science in Construction Management degree from Brigham Young University and is an MBA candidate at the University of Utah.

### RECOGNITIONS

• **Alison Beddard** has been named to the list of "2017 Women of Influence" by *Real Estate Forum*. Beddard works as senior director of office and investment services in the Salt Lake City office of Cushman & Wakefield and is the global president of the Commercial Real Estate Women (CREW) Network. Real



Alison Beddard

Estate Forum selects 50 women each year for the list, marking their impact in commercial real estate through exceptional transaction volume, strong impact on their company's overall success or contributions to the industry at large.

### TECHNOLOGY/LIFE SCIENCES

• **Fortem Technologies**, a Salt Lake City-based provider of airspace security and safety solutions for drones, has hired **Chris Lundell** as chief marketing officer. Lundell will develop the company's overall communications and marketing roadmap, customer acquisition strategy and go-to-market product strategy. Lundell



Chris Lundell

has 25 years of experience in developing marketing and sales programs for technology and enterprise businesses. Prior to joining Fortem, he was chief marketing officer and vice president of business development at Vivint Solar. He also was president of North America operations for Nextthink Technology and chief executive officer of Corda Technology. He is the acting managing board member of Deductr. He holds an MBA in finance and a bachelor's degree in business management from Brigham Young University.



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# CONSTRUCTING UTAH

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## Transforming the Beehive State

Many Utahns jokingly believe the state only has two seasons: winter and construction. To some locals, this may be bothersome, but the orange cones and safety barricades are always a good indication that Utah's economy is staying strong. Utah has a mixed economy made up of industries such as tourism, agriculture, mining, and manufacturing to name a few. With present strengths in maintenance, repair, operations, and production, Utah has substantial opportunities for growth.

Over the last several decades, Industrial Supply Company has had a meaningful role in constructing Utah and helping the local economy grow. The company has provided the highest level of quality service to the construction industry since 1916. Due to Utah's business-friendly climate, a plethora of big-name companies have been drawn to the area, prompting newly constructed office buildings to spring up across the state. As the list of construction projects grows, Industrial Supply

is able to continue partnering with thousands of customers across the Intermountain West, making sure they have the tools, supplies, and safety equipment they need to complete every job they encounter.

The company's past involvements with major Utah construction projects proves that Industrial Supply has helped transform the state. The 2002 Winter Olympics was a critical part of Utah's transformation. When construction crews began work on the I-15 corridor reconstruction to prepare for the Olympic Games, Industrial Supply was on deck as workers reconstructed more than 16 miles of freeway and 142 bridges.

Additionally, Industrial Supply was involved with the development of the Olympic venues, spanning from Ogden in the north to Provo in the south. Years later, the economic impact is still felt—especially along the Wasatch Front. Many of the facilities built for the Olympics are still in use and open to the public, including the athlete

housing at the University of Utah which now houses its students. Aside from the major Olympics projects, Industrial Supply has also had a part in helping to revitalize downtown Salt Lake City. When development of the City Creek Center began in the mid-2000's, Industrial Supply was there, helping to make construction crews' jobs easier. Featuring 700,000 square feet of mixed-use retail, residential, and office space, City Creek Center has since brought over 2,000 jobs and millions of visitors to the area.

Further south, Industrial Supply assisted with the Utah Data Center project, completed in 2013. The National Security Agency facility in Bluffdale consists of about 1.4 million square feet, with a 100,000 square-foot mission critical data center and 1.3 million square feet of technical support and administrative space. During the construction phase, the Utah Data Center had a lot of infrastructure demands, and Industrial Supply was able to help meet those needs.



Today, Industrial Supply is involved with the Salt Lake City International Airport Redevelopment Project, which began construction in 2014. The airport has major plans to replace aging and obsolete facilities, incorporate state-of-the-art functionality, and meet Salt Lake City's needs for several decades to come. As cranes swing overhead, Industrial Supply will be there every step of the way.

Since its inception, Industrial Supply Company has built its foundation on three unwavering principles—dependability, agility, and respect. More than a century later, those values continue to help the company grow, guiding how it does business. Building the future isn't easy. Industrial Supply Company is working to help make it happen.

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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. 5

**“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 11 a.m.-1 p.m. in Juab County and 4-6 p.m. in Millard County. Similar events are scheduled for Sept. 6, 4-6 p.m. in Tooele County; Sept. 25, 11 a.m.-1 p.m. in Kane County and 4-6 p.m. in Garfield County; and Sept. 26, 11 a.m.-1 p.m. in Piute County and 4-6 p.m. in Wayne County. Exact locations to be announced. Details are at [www.25kjobs.com](http://www.25kjobs.com).

## Sept. 5, 11:30 a.m.-1 p.m.

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

## Sept. 6-9

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

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

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

## Sept. 6, 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. 6, 3-9 p.m.

**“Techstars @ Silicon Slopes: Workshops and Talks to Help Your Startup Scale.”** Workshops include “Doing More of the

Right Things, Faster,” “Impact & Uncertainty” and “Ask Me Anything.” Location is Silicon Slopes, 2600 Executive Parkway, Lehi. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Sept. 7-8

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

## Sept. 7, 11:30 a.m.-1 p.m.

**Strictly Networking Luncheon**, a West Jordan Chamber of Commerce event. Location is Carino’s, 7191 Plaza Center Drive, West Jordan. Free (pay if ordering from the menu). Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Sept. 7, 11:30 a.m.-1 p.m.

**Monthly Luncheon**, a Murray Area Chamber of Commerce event. Speaker Jeanie Cisco-Meth will discuss “Bully Proofing You.” Location is Tuscan Grille, 6173 S. State St., Murray. Cost is \$20 prepaid, \$30 day of event. Meeting is open to the public. Details are at [murraychamber.org](http://murraychamber.org).

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

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

## Sept. 7, 6-7:30 p.m.

**“Start Smart,”** a Small Business Development Center (SBDC) event. Speaker is Eddy Yujra. Location is Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

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

**2017 Northern Utah Business (Nubiz) Symposium**, with the theme “Ideas to Reality: Entrepreneurship & Small Business Development.” Event features a funding panel, a student entrepreneur panel and a One Million Cups presentation. Location is Weber State University, Shepherd Union Building, Ogden. Cost is \$49. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

**Friday Forum**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

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

**“Grow Your Business: Phase II,”** a Speaker is Shaun Wilson. Location is Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

## Sept. 8, 9 a.m.-4 p.m.

**Dan Clark School of Public Speaking: One-Day Exclusive Boot Camp**, featuring how to craft a speech listeners love, mastering the art of storytelling, customizing content, polishing platform skills and getting paid to speak. Location is the Salt Mine, 7984 S. 1300 E., Sandy. Tickets are available at [DanClark.com](http://DanClark.com).

## Sept. 9, 10 a.m.-1 p.m.

**“Simple Steps for Starting Your Business,”** a SCORE event. Location is Marmalade Branch Library, 280 W. 500 N., Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

## Sept. 11-12

**Salt Lake County Chamber Education Series**, a Salt Lake County Regional Economic Development event designed for local chambers and nonprofit leaders and presented by the University of Notre Dame Mendoza College of Business. Theme is “How to Transform Your Small to Mid-Size Chamber into a Dynamic Organization.” Location is Swire Coca-Cola, 12634 S. 265 W., Draper. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

**Connect4 Lunch**, a Sandy Area Chamber of Commerce networking event. Location is Asian Star, 7588 Union Park Ave., Midvale. Cost is \$15 for members, \$20 for nonmembers. Details are at [sandychamber.com](http://sandychamber.com).

## Sept. 14-15

**2017 SLC/SEM Digital Marketing Conference**. Location is Megaplex Theaters, Jordan Commons, 9335 S. State St., Sandy. Cost is \$329 for SLCSEM members, \$399 for nonmembers. Registration can be completed at [Eventbrite.com](http://Eventbrite.com). Details are at <http://www.slcsem.org/dmc-2017>.

## Sept. 14, 8:30-10:30 a.m.

**“Cyber Security for Small Businesses,”** a Salt Lake Small Business Development Center event. Location is Salt Lake Community College, Larry H. Miller Campus, 9690 S. 300 W., Corporate Partnership Center, Room 333, Sandy. Cost is \$10. Details are at <https://www.sba.gov/tools/events>.

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

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

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

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

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

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speakers are Sherri and John Taylor of Keep It Marketing. Location is Prohibition, Fashion Place Mall, 151 E. 6100 S., Murray. Cost is \$15 for members, \$20 for guests. Details are at [murraychamber.org](http://murraychamber.org).

## Sept. 14, 5:30-6:30 a.m.

**Wordpress Workshop**, a Small Business Development Center (SBDC) event. Speaker is Velda Christensen. Location is Orem SBDC, 815 W. 1250 S.,

Orem. Free. Details are at <https://utahsbdc.org/trainings>.

## Sept. 15, 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. 15, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is Ogden-Weber Chamber of Commerce, 2380 Washington Blvd., Suite 290, Ogden. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## Sept. 15, 10 a.m.-noon

**“The Fundamentals of Cybersecurity for Your Growing Business,”** a Be Ready Utah event. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Registration can be completed at [Isisam@utah.gov](mailto:Isisam@utah.gov).

## Sept. 15, 6-8 p.m.

**“Business Essentials,”** a Small Business Development Center (SBDC) event. Speaker is Camille Pendleton. Location is Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

## Sept. 16, 9-11 a.m.

**“What Type of Insurance Do You Need for Your Business?”** a SCORE event. Location is Salt Lake City Main Library, 210 E. 400 S., Conference Room, Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

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

**Multi-Chamber Women in Business Luncheon**. Location to be announced. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## 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.



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# Calendar

## CALENDAR

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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.

**"Steps to Maximizing Value to Sell Your Business,"** presented by Durham Jones & Pinegar and 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 St., 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. 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, 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, 5-6:30 p.m.

**Business After Hours,** an Ogden-Weber Chamber of Commerce event. Location is Weber State University. Other details to be announced. More information is available at [ogden-weberchamber.com](http://ogden-weberchamber.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, 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.

**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.

**Lunch & Learn,** 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, \$20 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 featuring 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).

see CALENDAR page 12

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## CALENDAR

from page 1

### 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 Rollins Center for Entrepreneurship 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. Details are at the chamber.org.

### 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.

### 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 Under-**

**utilized 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.

### 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.

### 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.

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

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



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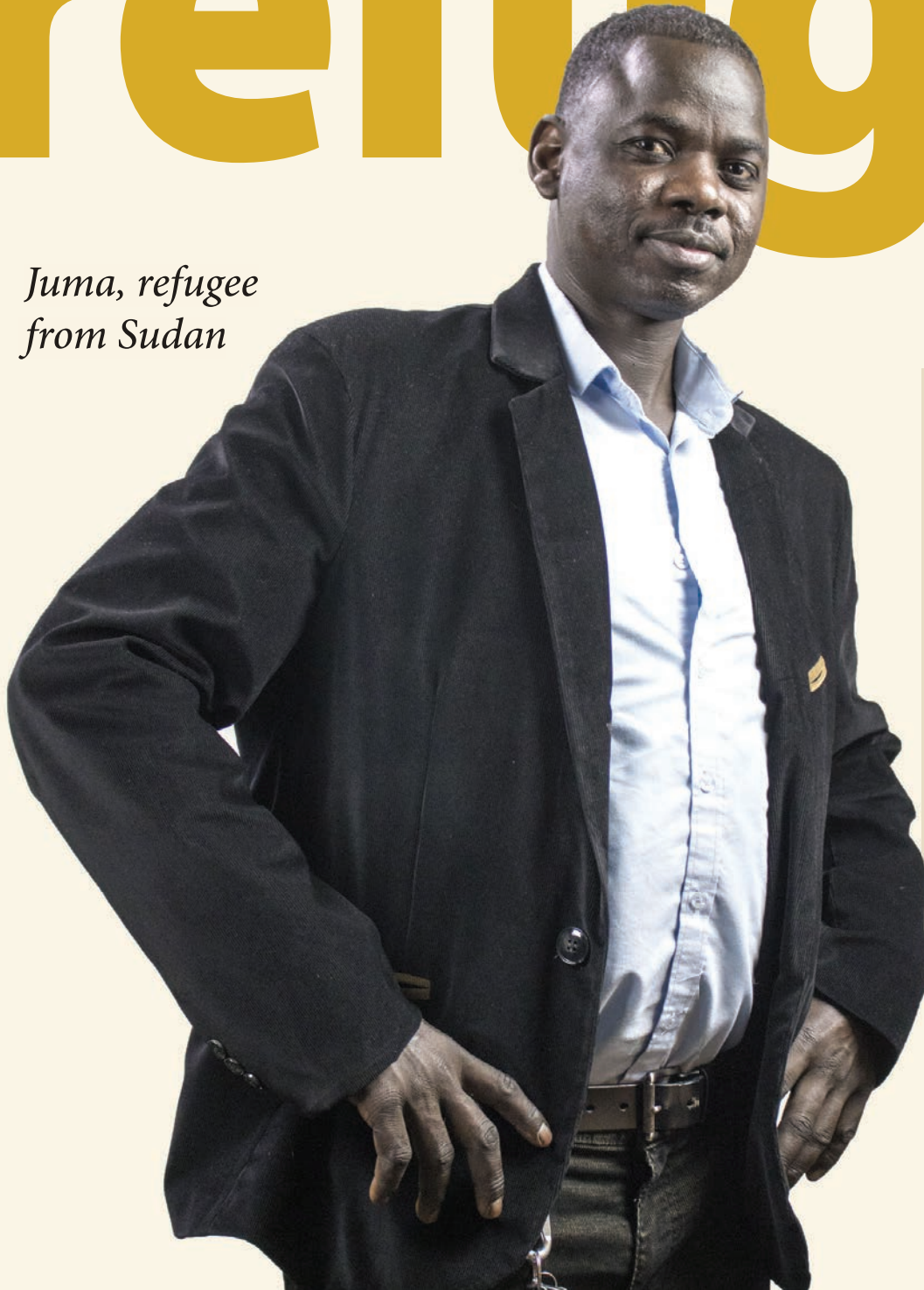
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# Do you understand ROT? Here are seven strategies to improve it

Business owners, CEOs and general managers are familiar with return on investment (ROI). They recognize that money invested must create a solid profit. But chances are that they don't pay as much (or any) attention to the even more important return on time (ROT).

While we can add or curtail financial investments, the clock never stops. We can neither add hours to our days nor subtract from them. Each day provides a finite 24 hours to invest — or to spend. Invested time, by definition, creates a return. Expended time does not.

As business executives, we generally take a dim view of employees who waste time on the job. Unfortunately, a recent *Forbes* article indicates that 89 percent of employees today admit to wasting time at work every day. About two-thirds stated that they wasted between 30 minutes and one hour of paid work time daily, with the other third wasting between two and five hours every day!

The employees surveyed shared their time-wasters as follows: talking on the cell phone and texting, gossiping, surfing the Internet, social media, snack or smoke breaks, personal email, distraction by co-worker drop-bys and unnecessary meetings.

Clearly, the impact of this list of time-wasters has an outrageous impact on ROT. What can we, as leaders, do to counteract this pervasive problem?

Here are seven strategies to improve the ROT of your organization:

**1. Start with yourself.** A CEO client of mine complained that many of his employees consistently came in late to work, even after he had brought the problem to their attention. In the course of our conversation, I asked, "When do you come into the office?" He replied that he was in every morning at 7:30 a.m. — except on Mondays, Wednesdays and Fridays, when he played golf in the morning. When I suggested that his example might be part of the problem, he responded, "But it's my company and I only do this in the summer." Nevertheless, he finally agreed that his behavior was inconsistent with what he expected from his employees. When he changed, so did they.

**2. Define desired work outcomes.** In most companies, the focus should be on what gets accomplished, rather than "looking like you're staying busy all the time." Some of the businesses recognized as "The Best Companies to Work For" allow significant autonomy to their employees — once they have clearly defined the financial, customer and operating outcomes they expect. Performance is generally measured by the achievement of these outcomes, not by the activities that drive them.

**3. Make your "time investment" expectations clear.** Start with the assumption that employees want to do a good job, and ask yourself, "Have we clearly defined what is acceptable use of time and what is not? What part of cell phone, texting and Internet use is out of bounds? How long should breaks be? These issues should be dealt with in written workplace and HR policies.

## 4. Set clear guidelines regarding gossip, including sharing of confidential company information.

Most owners, CEOs and general managers assume that employees recognize the dangers of gossip and sharing confidential information. However, employees may be unaware of the implications of disparaging the company, mocking its clients or gossiping about fellow workers, especially when they are carrying on these activities online. It is increasingly difficult to ensure that such activities on the Internet will stay private. Being crystal clear on the company's policy in this

regard may well save the career of valuable employees who otherwise might slip into these behaviors.

**5. Appropriately filter the Internet.** In today's world, Internet filtering devices are imperative. *Forbes* puts it this way: "Blocking social media sites is probably too extreme a measure; however, every company must protect itself from the potential liability of employees being confronted by unwanted material while at work, as well as blocking the malware that arrives through illegal and unsavory sites."

**6. Observe, but don't micro-manage.** Give your people time to improve. Where you observe lapses, be honest without being

hyper-critical. If your employees are like many others, they will have established some habits that will need to be addressed. Help them to acknowledge the need to do so. Recognize and reinforce those who are highly productive.

**7. Walk your talk.** Strategy No.1 was to "Start with Yourself." It's also a good place to end. When you increase your own ROT on the job, others will follow.

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



**RICH TYSON**



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## Opinion

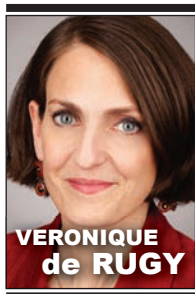
# Republicans need to forget cronyism & focus on what got them elected

Congress has done little to demonstrate that it can solve the nation's most pressing problems. The healthcare system continues to deteriorate after the failure to repeal Obamacare; tax reform is off to a rocky and uninspiring start because of the initial counterproductive fixation on imposing a border adjustment tax; and the debt limit is fast approaching yet again, with little hope that federal spending will be brought under control. With such significant matters to resolve, it's particularly odd for members of Congress to keep trying to meddle in state efforts to legalize intrastate online gambling. Unfortunately, it seems that cronyism never sleeps.

Two efforts are underway to undermine state authorities who want to set their own rules for online gaming and lottery sales. The issue is a fixation on GOP megadonor Sheldon Adelson, whose bricks-and-mortar Las Vegas casinos are threatened by competition from online gambling.

Always eager to do the bidding of interest groups, Rep. Charlie Dent, R-Pennsylvania, is expected to try yet again to attach language to an upcoming appropriations bill that would accomplish by

other means what the multiple failed efforts to pass the Restoration of America's Wire Act could not: to stop the advancement of state efforts to legalize and regulate online gaming within their borders as they see fit.



VERONIQUE de RUGY

While Dent is hoping to slip language into an appropriations bill, Rep. Brian Fitzpatrick, R-Pennsylvania, is working on a letter that calls for the Department of Justice to allow Adelson's army to sidestep the pesky legislative process altogether and unilaterally declare state efforts illegal.

The point of contention is a 2011 memo from the DOJ's Office of Legal Counsel concluding that the 1961 Wire Act actually means what it says. Although it was enacted before the Internet existed and specifically addresses only "interstate or foreign commerce of bets or wagers ... on any sporting event or contest," for a long time the Wire Act was used much more broadly.

In a move that was long overdue, the DOJ finally reversed course in 2011 and began to apply the Wire Act correctly by noting that intrastate, non-sports-related gambling is clearly not prohibited by it.

Adelson has been on the warpath ever since as multiple states — e.g., Pennsylvania, Illinois and New York — seek to expand licensed online gambling for their residents.

Attorney General Jeff Sessions gave a troubling answer to a question from Sen. Lindsey Graham, R-South Carolina — himself a full-throated supporter of an online gambling ban in 2014 — during his confirmation hearing that indicated his desire to revisit the DOJ's 2011 reinterpretation. This is hardly surprising, as Sessions is well-known for his lack of qualms about federal overreach to stop behaviors that don't sit well with his conservative preferences — for example, marijuana consumption — even though they don't affect or hurt anyone but the people engaged in them. However, he was forced to recuse himself from the issue after it was disclosed that the attorney he hired to represent him on issues related to investigations of Russian interference in the election was also a Restoration of America's Wire Act lobbyist.

Losing an ally like Sessions doesn't mean this blatant effort at cronyism is going to stop, not when a billionaire like Adelson is willing to go to any lengths to keep the pressure on. Unfortunately, it's rather tell-

ing that as Republicans struggle to implement their agenda, they continue to waste time pursuing corporate handouts that run counter to their frequently cited federalist principle of noninterference in state affairs.

It also runs counter to the preference of conservative voters. According to polling data collected during the Conservative Political Action Conference last February in Maryland, 91 percent of respondents opposed congressional intrusion on states' rights when it comes to online gambling. These voters could also see right through Congress' dirty tricks, with 89 percent viewing such efforts as "crony capitalism."

Instead of wasting precious legislative time trying to trample states' rights and impose their conservative agenda on people simply pursuing their right to do and play as they see fit with their own money without hurting anyone, Republicans in Congress should focus on reforming the tax code and fixing healthcare. That's what they got elected to do.

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

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# Trump's 'new' Afghanistan policy is not new at all; Call it 'quagmire-lite'

There is surely no greater sign of the bankruptcy of American foreign policy than its Afghanistan policy. After 15 years of war and the deployment of hundreds of thousands of troops, a new president entered the Oval Office poised to fundamentally change that policy. Within months he presented, with great fanfare, a continuation of the same. The result: The United States is now firmly locked into its forever war in Afghanistan.



FAREED ZAKARIA

Pres. Trump's policy differs from the one he inherited only in the addition of 4,000 more troops. Trump vows to eschew nation-building, emphasize counterterrorism, end corruption in Afghanistan and hold Pakistan accountable. Pres. Obama promised all the same things. "It is time to focus on nation-building here at home," Obama said in 2011, explaining his shift in approach from Pres. George W. Bush's strategy.

Trump's remarks on Pakistan were seen by many as a strong break from the previous administration, but people appear to have forgotten the unusually blunt testimony that Admiral Mike Mullen, then-chairman of the Joint Chiefs of Staff, gave to Congress in 2011. He called the Haqqani network, one of the most dangerous terrorist groups in Afghanistan, "a veritable arm of Pakistan's Inter-Services Intelligence agency." That same year, then-Secretary of State Hillary Clinton and then-CIA Director

David Petraeus both went to Pakistan to, in Clinton's words, "push the Pakistanis very hard" to end their support for the Haqqanis. The pressure was one in a series of actions that outraged the Pakistanis, causing them to shut down supply routes to American-led forces in Afghanistan for seven months.

In expressing support for Trump's open-ended commitment, House Speaker Paul Ryan used the tired old saying that the U.S. has the watches, but the Taliban has the time. "If they believe that we have some end date, some timetable, then they will wait us out," he said. But this fundamentally misunderstands the nature of this type of overseas struggle. The Taliban will wait us out for a very simple reason: They live there.

Harry Summers, a wise army officer in the Vietnam War who went on to write a definitive book on that conflict's military lessons, opened the book by recounting an exchange he had with a North Vietnamese officer in 1975, just before Saigon fell. "You know you never defeated us on the battlefield," Summers said. The officer replied, "That may be so, but it is also irrelevant." Every local force knows one thing in its bones: Eventually, the foreigners have to go home.

Why are the Taliban gaining ground in Afghanistan? I asked *The New Yorker's* Dexter Filkins, one of the keenest observ-

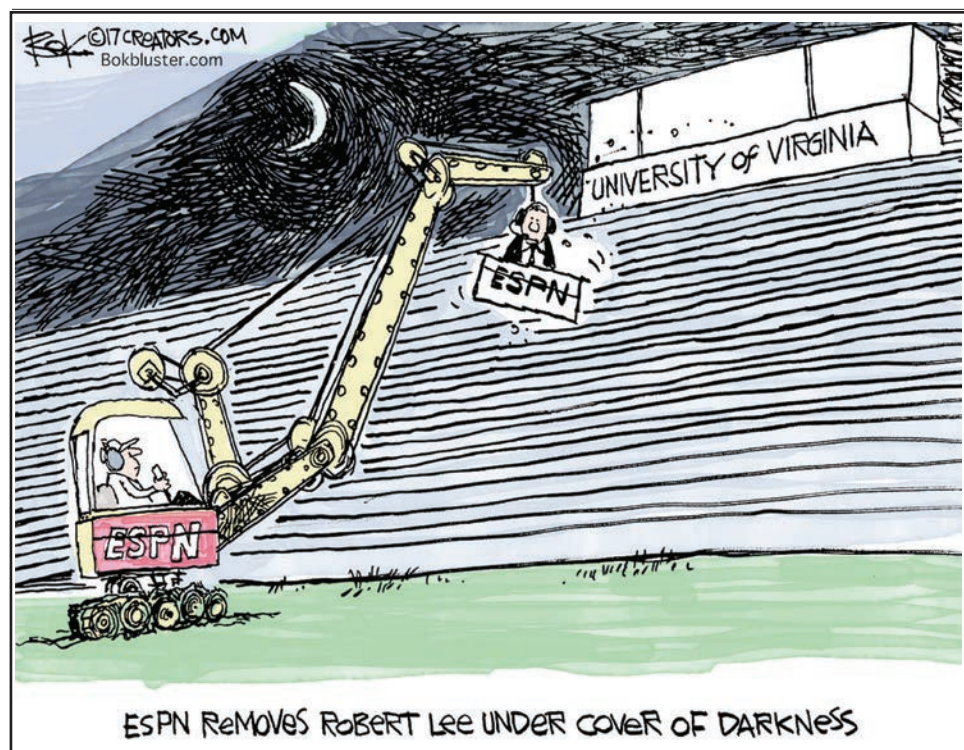
ers of that war. "Ordinary Afghans don't like the Taliban. But they dislike the Afghan government even more. We say we don't want to do nation-building, but you can't build an army without first building a state. People don't die for an army; they die for a country. And who wants to die for the current Afghan government?"

The American military on the ground knows the problem well, which is why they refer to the Afghan government as a collection of corrupt networks that extend

across the country. In true military fashion, they even have an acronym for it, VICE — vertically integrated criminal enterprise.

A leading expert on Afghanistan policy, Barnett Rubin, who has advised the United Nations and the U.S. government, explains the problem differently. "The Afghan state cannot exist without outside help," he told me. "It cannot pay its bills

see ZAKARIA page 19



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## Opinion

### What is it going to take to return civility to the daily dialogue in America?

Noam Chomsky once observed, “The smart way to keep people passive and obedient is to strictly limit the spectrum of acceptable opinion that allows a very lively debate within that spectrum.” Chomsky is an American linguist, philosopher, cognitive scientist, historian, social critic and political activist.

Never in my lifetime have I seen such a lack of civility, credibility, coherence and consistency in all of us. What a sad state of affairs — and it has to change. We could go on and on about political correctness, diversity, safe zones at colleges and cultural evanescence. History tells us that if we don’t stop this rhetoric, nothing will get done to improve people’s life.

When I was a child my parents taught me to listen to other people and to try understand their point of view. They taught me to always ask a lot of questions. They also said it was all right to debate with other people,

but to make sure my facts were right.

In order to train me in the above, my mother took me to every different type of religious service in the city and made me listen to their views. When we finished the tour, both my mother and father sat me down and we discussed the different religions. They then let me make my own decision on which church I wanted to go to.



ROBERT PEMBROKE

Daniel Henninger wrote a fine column in *The Wall Street Journal* on Aug. 2 titled “The White House C-Words.” According to Henninger, “If he (Trump) lets his new chief of staff install credibility, coherency and consistency as standard operating procedures for this White House, he

will never have to sign another sanction bill.” Note: Trump reluctantly signed a bill to sanction Russia. Please read Henninger’s column.

James Damore, a 31-year-old software engineer at Google, wrote a memo that went

viral throughout the company. “Those most zealously committed to the diversity creed — that all differences in outcome are due to differential treatments and all people are inherently the same — could not let this public offense go unpunished.”

All Damore wanted was to start a good-faith discussion of the differences between men and women in technology companies. His 10-page memo to his fellow workers at Google laid out the biological differences between men and women — for example, men are normally taller than women.

Damore was fired by Google for just raising the issue. *The Wall Street Journal* in an Aug. 13 column “The Poison of Identity Politics” said in essence that equal opportunity and color-blind justice has been abandoned in favor of a new identity politics that again serves to divide America by race, ethnicity, gender and even religion.

This is a classic example of people not even wanting to discuss issues that are different than their own. Another way to describe this is the silencing of non-conform-

ing views. As Pres. Trump would say, “This is a big, big problem.”

Bill Maher, on Fared Zakaria’s Sunday morning show, said the lack of civility, coherence, credibility and conscience is because of poor parenting. I was not allowed to talk back to my parents. Instead I was taught to listen and ask a lot of questions. This is what made me a pretty good salesperson.

Maher did express optimism in the generation following the millennials. Like any generation that follows another, this generation rebels against the previous generation’s ideas. This is good for America.

“As citizens we have to be more thoughtful, more educated and more informed. I turn on the TV and I see these grown people screaming at each other and I think, ‘Well, if we don’t get our civility back we are in trouble.’” - Emmylou Harris.

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

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MONUMENT  
from page 1

igned a national monument by President Clinton in 1996. President Obama designated Bears Ears late last year.

Supporters of reducing the monuments' size have said it would open up more now-protected federal land for development, such as mining, logging and drilling. Opponents include Native American tribes and outdoor recreation and environmental groups.

In an Aug. 22 letter to Zinke, 21 businesses that are members of the Escalante & Boulder Chamber of Commerce noted that many people want the monuments "left alone and remain fully protected." They asked that Zinke "take similar action" regarding the Grand Staircase-Escalante National Monument as he did with the Grand Canyon-Parashant National Monument in Arizona, which will remain in its current protected state.

"Since the Grand Staircase-Escalante National Monument was designated 21 years ago, local residents have built and invested in businesses to capitalize on increased tourism to the area," the letter says. "Tourism represents 44 percent of total private employment in Escalante and the surrounding communities. At the same time, traditional economies such as livestock grazing continue to be protected in the Grand Staircase-Escalante National

Monument."

The group says that "shrinking the size of Grand Staircase-Escalante National Monument will hurt our businesses and destroy what our community has built over two decades."

The businesses said they are prepared to applaud Zinke if he decides that the monument should remain fully protected but also are "ready to decry any decision that erodes the Grand Staircase-Escalante National Monument — and with it, our local economic opportunities."

The businesses' stance runs counter to that of many federal, state and local officials. The Utah Legislature this spring adopted two resolutions on the topic. HCR11 calls for the president to rescind the Bears Ears designation. HCR12 urges federal legislation to reduce or modify the Grand Staircase-Escalante designation. Both were signed by Gov. Gary Herbert. U.S. Sen. Orrin Hatch, R-Utah, has said Utah's national monuments "are a prime example of Antiquities Act abuse." In May, the Garfield County Commission unanimously recommended a reversal of the Bears Ears designation.

In April, a UtahPolicy.com survey from Dan Jones & Associates indicated that 52 percent of Utahns surveyed supported either eliminating the designation for Bears Ears or reducing the monument's size, with 41 percent urging it be left alone. Fifty-three percent wanted Grand Staircase-Escalante left as it is, with 41 per-

cent wanting its size reduced or its designation rescinded.

*The New York Times* has reported that Zinke has recommended to the president that Bears Ears be reduced from 1.35 million acres to 160,000. The Grand Staircase-Escalante National Monument is 1.9 million acres.

Trump in April ordered a review of 27 national monuments, including several designated or expanded in recent years under the Antiquities Act, a 1906 law. Zinke's work since April has included visiting many of the monuments, including both of those in Utah, and conducting meetings with advocates and opponents of monument designations. The public also has had a voice, with more than 2.4 million comments submitted online to the Department of the Interior.

"No president should use the authority under the Antiquities Act to restrict public access, prevent hunting and fishing, burden private land, or eliminate traditional land uses, unless such action is needed to protect the object," Zinke said in submitting his draft report to the president.

"The recommendations I sent to the president on national monuments will maintain federal ownership of all federal land and protect the land under federal environmental regulations, and also provide a much-needed change for the local communities who border and rely on these lands for hunting and fishing, economic development, traditional uses and recreation."

BOEING  
from page 1

ing to an Air Force estimate last year. The Air Force said it gave Boeing a \$349 million contract and Northrop Grumman a \$329 million award to advance the technology needed to replace Minuteman missiles that date to the 1970s.

Boeing announced that at least part of the work, which the Air Force wants finished by August 2020, will be done at its Ogden facility. Other work will be done by Boeing at its facilities in Huntsville, Alabama, and Heath, Ohio, the company said in a release. Although Northrop Grumman has several locations in Utah, it has not yet indicated where the GBSD work will be done.

In 2020, the Engineering and Manufacturing Development phase of the program will be awarded to one company. The GBSD is the land-based element of America's nuclear triad. Missiles launched from submarines and aircraft are the other elements of the triad. Boeing and Northrop Grumman will be the

competitors for that much larger contract.

Last October, aerospace industry giant Lockheed Martin announced that it had established its own GBSD program at Hill Air Force Base to compete for the TMRR contract. The company was left out of the project in the recent contract announcement, effectively ending its GBSB involvement in Utah. A Lockheed spokeswoman said the company was disappointed and looked forward to being briefed about the decision by the Air Force.

"Since the first Minuteman launch in 1961, the U.S. Air Force has relied on our technologies for a safe, secure and reliable ICBM force," said Frank McCall, Boeing director of Strategic Deterrence Systems and GBSD program manager. "As the Air Force prepares to replace the Minuteman III, we will once again answer the call by drawing on the best of Boeing to deliver the capability, flexibility and affordability the mission requires."

Chicago-based Boeing has built long-range missiles for the Defense Department since the Minuteman I in the 1960s.

CAI  
from page 1

job market will continue to expand, providing higher levels of household income in the future. Fifty-six percent of residents believe that jobs are plentiful within the state, up 7 percent from a year prior. Forty percent of Utahns believe that their total household income will be higher six months from now, up 5 percent from a year earlier.

Utahns continue to be optimistic about efforts of local officials to improve the statewide economy, and there is increasing optimism about the national economy as well. Forty-seven percent of residents believe the Utah state government is doing a good job

of taking steps to improve Utah's overall economy, up 3 percent from August last year. Thirty-eight percent of residents believe it is likely that the U.S economy will improve during the next 12 months, up 17 percent from August 2016.

"Consumer attitudes remain high within the state despite the moderate price increases that we have witnessed in recent months," said Randy Shumway, chairman and partner of Cicero Group, which does analysis and data collection for the CAI. "As long as the Utah job market continues its current rate of expansion, and I see every indication that it will, there is no reason why consumers shouldn't remain optimistic about the future of the statewide economy."

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## CALENDAR

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### 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. 29, 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.

### 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 the chamber.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.

### Oct. 4, 8:30-10 a.m.

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

### Oct. 5, 8:45 a.m.

**First-Ever Demand Utah Growth Conference**, at which attendees can learn how businesses like Freshly Picked, Gumroad, ZEFR, Lucid Software and others built clientele, drove traffic, and converted traffic into thousands of paying customers. Location is Bright Building, 33 W. 400 S., Provo. Cost is \$99. Details are at <http://www.demandutah.com/>.

### Oct. 5, 11:30 a.m.-1 p.m.

**Strictly Networking Luncheon**, a West Jordan Chamber of Commerce event. Location to be announced. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

### Oct. 6

**Scavenger Hunt & Chili Cook-Off**, a Murray Area Chamber of Commerce event. Location is Hoopes Events, 5001 S. Commerce Drive, Murray. Details are available at (801) 263-2632 or by emailing [stephanie@murraychamber.net](mailto:stephanie@murraychamber.net) or [islandmarilee@yahoo.com](mailto:islandmarilee@yahoo.com).

### Oct. 6, 7:30-8:30 a.m.

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

### Oct. 6, 8-10 a.m.

**First Friday Face to Face**, a business-to-business networking event. Location is the Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Free. Details and registration are at <http://bit.ly/2pr57ya>.

### Oct. 6, 8-10 a.m.

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

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

**Government Affairs Bootcamp**, a two-day Salt Lake Chamber event designed for new and experienced government affairs professionals, company executives and public policy advocates to improve their efficacy and understanding of advocating in the state of Utah. Location is State Capitol, Board Room, 350 State St., Salt Lake City. Cost is \$500 for chamber members, \$750 for nonmembers. Details are at slchamber.com.

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

**Business Women's Forum**, a

Salt Lake Chamber event. Speaker to be determined. Location to be determined. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

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

**Women in Business Luncheon**, a ChamberWest event. Speaker is Utah Sen. Karen Mayne. Location is Utah Olympic Oval, 5662 S. 4800 W., Kearns. Cost is \$20 with RSVP. Details are at (801) 977-8755 or [chamber@chamberwest.org](mailto:chamber@chamberwest.org).

### Oct. 11-12

**Utah Sustainability Summit**, presented by P3 Utah, the U.S. Green Building Council and Intermountain Healthcare. Theme is "Wellness: Connecting Human and Environmental Health." Location is Falls Event Center at Trolley Square, 580 S. 600 E., Salt Lake City. Details are at <https://utsustainabilitysummit.com/>.

### Oct. 11, 3-5 p.m.

**"Doing Business with the New Salt Lake City Airport,"** a Salt Lake Chamber "Business Essentials" event. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

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

**WIB Luncheon**, a Davis Chamber of Commerce event. Location is Lagoon, 375 N. Lagoon Drive, Farmington. Cost is \$15 for members, \$20 for walk-ins. Details are at davischamberofcommerce.com.

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

**"The Fundamentals of Cybersecurity for Your Growing Business,"** featuring cybersecurity professionals from the Salt Lake Chamber's Cybersecurity Leadership Council. Location is the St. George Area Chamber of Commerce, DSU Training Room, 136 N. 100 E., St. George. Event is also offered Oct. 25 at the Utah County Health & Justice Building, 151 S. University Ave., Room 1601, Provo. Cost is \$49. Details are at slchamber.com.

### Oct. 13, 7:45-9 a.m.

**Women in Business (WIB) Networking**, an Ogden-Weber Chamber of Commerce event. Location is the chamber, 2380 Washington Blvd., Suite 290, Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

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



## CAREERS

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## ZAKARIA

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without the U.S. government. It cannot have a stable society without Pakistan's help. It cannot grow economically without trade and transit with Iran." Referring to reports that Afghanistan is endowed with nearly \$1 trillion in mineral resources, he wryly observed, "I'm sure the moon has even more mineral wealth, but you need a way to get it out to markets. And for that you need friendly neighbors." Rubin believes that Trump's approach is doomed because it seems willfully oblivious to the interests of the other powers in

the region, especially Russia, China and Iran.

Meanwhile, the Trump administration has doubled down on more of the same. More money, bombs, troops, pressure on Pakistan and tough love for the Afghans. It is a tactical approach, designed by generals, to ensure that they do not lose. But it does not even pretend to contain a strategy to win. In other words, half a century later, at a lower human cost, the United States has replicated its strategy in Vietnam. Call it quagmire-lite.

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

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