

Focus



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Security expert warns: 'Recognize and deal with cyberspace threats'

Brice Wallace
The Enterprise

Whatever roles you might have in your life — entrepreneur, executive, spouse, parent, neighbor — you can add another one.

Warrior.

That's what a retired U.S. Air Force intelligence officer stressed during talks last week in northern Utah about cyber security. Col. Cedric Leighton, now a CNN military analyst and the chairman of his own global strategic risk consultancy, said government, companies and individuals need to shuck their "sclerosis," leverage their knowledge

and "understand there is a responsibility to secure cyberspace for all of us."

In addition to threats from hackers and terrorists, nation-states like China and Russia will use cyberspace and artificial intelligence in an attempt to "leapfrog" the United States as a global power.

"It is really up to us to make sure that we not only understand the threat but can deal with the threat in a rational way," Leighton said during Bank of Utah's Fall Speaker Series, which took place in four Utah cities over two days.

see **CYBER** pg. 5

Utahns' economic outlook continues to be optimistic

Utahns continue to be optimistic about both their current economic status as well as the future outlook, according to the Zions Bank Utah Consumer Attitude Index (CAI). The index increased 1.4 points in September to 116.4.

Consumer confidence in Utah has registered above 110 on the index since June of last year, indicating that Utahns continue to be very optimistic about current economic conditions within the state, as well as optimistic about the economy's future trajectory.

The overall CAI currently sits 3.2 points higher than its level 12 months ago. By comparison, the national Consumer Confidence Index decreased 0.6 points to 119.8 in September and is 16.5 points higher than it was at this same time last year.

The majority of September's increase was fueled by Utah's positive attitudes toward future business conditions within the state, as well as toward the future outlook on household incomes statewide. Utahns also remain highly optimistic about Utah's robust job market and believe the market will continue to expand within the state as the technology and housing sectors continue their historical growth.

The future course of the job market within Utah has not only increased consumer attitudes statewide, but has also led to mass migration into the state. According to 2016 census bureau estimates, Utah's population has grown more than 2 percent since 2015. According to the Utah Policy Institute, net migration (in-migration minus out-migration) contributed to 42 percent of Utah's population growth.

Utah's strong economy apparently is handling recent influxes in statewide population very well. Employment growth has risen 2.8 percent since August of last year, putting Utah well above the national mark of 1.5 percent. Much of the state's employment growth has occurred within the construction and professional and business services sectors.

"Utah's current rate of economic expansion is attracting large amounts of cap-

see **CAI** pg. 15



The historic Utah Pickle Co. building in Salt Lake City's Granary District is in line for a possible \$150,000 grant from this year's "Partners in Preservation: Main Streets" initiative. Salt Lake City is encouraging residents, business owners, patrons and visitors to go online and vote for the project.

Restoration campaign targets Utah Pickle Co. building to receive grant

Salt Lake City is seeking help from residents, business owners, patrons and visitors in an attempt to receive \$150,000 in grant funding for the restoration of the historic Utah Pickle Co.

The building, at 741 S. 400 W. in the city's Granary District, was built in 1894 and served as a pickle warehouse.

The city is asking people to participate in the "Pick the Pickle" campaign by voting once daily for up to five Main Street projects

at <http://VoteYourMainStreet.org/salt-lake-city> through Oct. 31.

The campaign launches the city's participation in this year's "Partners in Preservation: Main Streets" initiative, which was created by the National Trust for Historic Preservation and American Express to engage the public in preserving and increasing awareness of America's historic places and

see **PICKLE** pg. 15



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Salt Lake market leads Utah to No. 2 best in nation for 'underwater' mortgages

Only Texas has a lower percentage of its home buyers "underwater" with their home mortgages than Utah. Just 1.56 percent of local homeowners owe more on their homes than they are worth, according to the second quarter Home Equity Analysis released recently by property information and analysis firm CoreLogic. Only Texas, with a negative equity rate of 1.52 percent, does better.

Homeowners in the Salt Lake City market do even better than the statewide average with a 1.2 percent negative equity rate, CoreLogic said. In the Salt Lake City market, 2,716 residential properties with a mortgage were in negative equity in the second quarter, compared to 4,337, or 2.0 percent, at the same time last year. An additional 981 properties, or 0.4 percent, were in near-negative equity (less than 5 percent equity), down from 1,631 or 0.7 percent, last year.

Nationwide, the percentage of homeowners owing more than their homes are worth sits at 5.44 percent. Nevada leads the nation with 10.62 percent of its loans in the red. Florida at 10.03 percent, Illinois (9.55 percent), New Jersey (8.84 percent) and Connecti-

cut (8.64 percent) round out the Top 5. CoreLogic reported that underwater mortgages have decreased 22 percent since the second quarter of 2016.

Negative equity, also referred to as being "upside down," applies to borrowers who could not pay off their mortgages if they were to sell their homes at market value. Negative equity can occur because of a decline in home value, an increase in mortgage debt or both. Negative equity peaked at 26 percent of mortgaged residential properties in the fourth quarter of 2009, based on CoreLogic equity data analysis.

But in general, homeowners are doing very well as equity continues to build in every state but Alaska. American homeowners saw a \$12,987 average increase in the equity in their home from second quarter 2016 to second quarter 2017. Utahns did much better with a \$27,124 jump in their equity, according to CoreLogic data.

About 63 percent of U.S. homeowners have mortgages on their home and they have seen their equity increase by a total of 10.6 percent in the past year, representing a total gain of \$766 billion. Western states led the equity increase with Washington home-

owners gaining an average of approximately \$40,000 in home equity and California homeowners gaining an average of approximately \$30,000 in home equity.

"Over the last 12 months, approximately 750,000 borrowers achieved positive equity," said Frank Nothaft, chief economist for CoreLogic. "This means

that mortgage risk continues to decline and, given the continued strength in home prices, CoreLogic expects home equity to rise steadily over the next year."

Dynatronics to acquire Bird & Cronin Inc.

Cottonwood Heights-based Dynatronics Corp. announced it has agreed to acquire substantially all of the assets of Bird & Cronin Inc., a Minneapolis-based manufacturer of orthopedic soft goods and specialty patient-care products. Bird & Cronin will be operated as a wholly owned subsidiary of Dynatronics.

The purchase price is approximately \$14.5 million in cash and stock of Dynatronics, with an additional \$1 million contingent payment payable 24 months following the closing based on post-closing revenues of the Bird & Cronin operating unit.

Bird & Cronin designs, manufactures and distributes products which complement Dynatronics' existing suite of rehabilitation products, the company said in a release. The acquisition will add to Dynatronics long-standing relationships with hospitals, orthopedic specialists, universities,

research facilities and other customers across the medical rehabilitation industry.

"We are delighted to welcome the Bird & Cronin organization, distributors and customers to Dynatronics," said Kelynn Culmore Jr., chairman and CEO of Dynatronics. "Through this combination, we will be able to provide a broader array of solutions to our customer base. Bird & Cronin is an excellent strategic fit for Dynatronics, as it brings a financially attractive company with products complementary to those we manufacture. With our broad distribution platform, we have the opportunity to expand Bird & Cronin's products into the physical therapy private practice, athletic training and chiropractic markets. We have a deep respect for the Cronin family and the reputation they have built over their 45-year history. We look forward to welcoming [Bird & Cronin co-presidents] Mike Cronin and Jason Anderson

and other Bird & Cronin employees to the Dynatronics family."

Cronin and Anderson will serve as co-presidents of the operating subsidiary after the closing of the acquisition.

"We are very excited to become part of Dynatronics," said Cronin. "Bird & Cronin has been a family-owned and operated company for over four decades and there is a strong cultural fit with Dynatronics. The combined businesses will provide more opportunities for our employees and we believe the combination has the scale to fuel future growth in our many markets."

Dynatronics manufactures, markets and distributes advanced-technology medical devices, treatment tables, rehabilitation equipment, orthopedic soft goods and supplies for the physical therapy, athletic training, sports medicine, chiropractic and related physical medicine markets.



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Utah Global Forum to explore 'Prosperity Through Diversity' at annual meet

Brice Wallace
The Enterprise

A prominent political analyst and the top official at the U.S. Hispanic Chamber of Commerce will headline the Utah Global Forum, set for Oct. 17 in Salt Lake City.

Highlighting the event's theme of "Prosperity Through Diversity," the keynote speakers are Ana Navarro, a GOP strategist and a contributor for CNN, ABC News and Telemundo, and

Javier Palomarez, president and chief executive officer of the U.S. Hispanic Chamber of Commerce.

The forum is hosted by Gov. Gary Herbert and is a joint effort of World Trade Center Utah, the Governor's Office of Economic Development and the Salt Lake Chamber. It takes place 7:30 a.m.-2 p.m. Oct. 17.

"Having two nationally recognized keynote speakers at this year's Global Forum will give attendees a richer understanding of issues impacting international trade," said Derek B. Miller,

president and chief executive officer of World Trade Center Utah. "Ana Navarro's remarks will go behind the headlines to provide insightful context around current affairs, while Javier will highlight how diversity can improve a company's bottom line."

Navarro also is a political contributor on ABC's "The View" and served as the national Hispanic co-chair for Gov. Jon Huntsman's 2012 campaign and the national co-chair of John McCain's Hispanic Advisory Council in 2008, where she was also the na-

tional surrogate for the McCain 2008 campaign. She served on Florida Gov. Jeb Bush's transition team in 1998 and was his first director of immigration policy in the Executive Office of the Governor.

Palomarez' organization represents the interests of more than 4.2 million Hispanic-owned businesses, that combined contribute over \$668 billion to the U.S. economy every year. It also advocates on behalf of 260 major American corporations and operates through a network of 200 local chambers and business associations nationwide.

In the corporate realm, Palomarez has more than two decades of experience, including working at Allstate Insurance Corp., as vice president for marketing and public relations at Sprint Inc., and senior vice president of multicultural marketing at Bank of America.

The forum also will feature "power" presentations titled "What is Happening Around the World," "What is Happening in Utah," "Made in the U.S.A." and "How Technology is Changing the International Business Landscape." Breakout sessions include "Diversity of Markets," "Diversity of People," "Diversity of Resources" and "Diversity of Money." Awards will be presented to Utah's 2017 International Person of the Year and Utah's 2017 International Company of the Year.

The forum takes place at the Grand America Hotel, 555 S. Main St., Salt Lake City. The cost is \$90, which includes admission, lunch, forum materials,

exhibits, networking and parking. Details are at utahglobalforum.com.

In 2016, Utah exports totaled \$12.1 billion, with top export commodities being metals, computer and electronic products, chemicals, food and related products, and transportation equipment.

"Our state is one of the best places to grow a business, and the Utah Global Forum will help companies reach beyond our borders for more opportunities," said Val Hale, GOED's executive director. "We enjoy a prosperous economy, and diversity in the state that will secure prosperity for generations."

"In the changing global economy, it is imperative that those Utah companies looking to compete learn the necessary skills to go beyond our borders and succeed," said Lane Beattie, president and CEO of the Salt Lake Chamber. "The Utah Global Forum has been an effective conduit for moving Utah businesses into the global marketplace. The Salt Lake Chamber is proud to be a partner of this wonderful event."



Gardner Co., Staker Co., WPI Property Management, CBC Advisors and L&T Construction have announced the development, construction and leasing of Lone Peak Plaza in Lehi. The 80,000-square-foot, Class A office tower will feature uninterrupted views, floor-to-ceiling glass and contemporary finishes. Tenants of the facility will have access to basketball courts, lockers and showers, according to the developers. Nature's Sunshine Products, a direct-sales natural health and wellness company, will be the building's anchor tenant. Completion is anticipated later this year.



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PUBLISHER & EDITOR
R. George Gregersen

PRESIDENT
David G. Gregersen
david@slenterprise.com

VP/GENERAL SALES MANAGER
Dale Dimond
dale@slenterprise.com

MANAGING EDITOR
John M. Rogers
john@slenterprise.com

CONTROLLER
Richard Taylor
richard@slenterprise.com

OFFICE MANAGER
Dionne Halverson
dionne@slenterprise.com

REAL ESTATE SECTION
david@slenterprise.com

CIRCULATION
Diana Rogers
diana@slenterprise.com

ADVERTISING INQUIRIES
david@slenterprise.com

TO CONTACT NEWSROOM
john@slenterprise.com

ART SUBMISSIONS
art@slenterprise.com

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Here are the keys to success by becoming a strong influencer

A recent article in the *Harvard Business Review* titled "What Sets Successful CEOs Apart" presented four attributes of the best leaders:

1. Deciding with speed and conviction.
2. Engaging others for impact.
3. Adapting proactively.
4. Reliably producing results.

Each of these rely heavily on one central leadership skill: INFLUENCING.

In deciding what to do, CEOs must immediately consider who they need to influence. Influence is the essence of engaging others for impact. Proactive adaptation basically means evaluating and revising action plans and influencing key stakeholders to make mid-course corrections. And, to reliably produce results, CEOs must get and maintain buy-in among those stakeholders. This requires consistent, continuous influence.

In working many years with CEOs, I have discovered five keys to becoming (and remaining) a strong influencer:

1. Begin with the end in mind. Your employees and other stakeholders must know that you know where you want to go. Ambiguity here destroys the very foundation of influential leadership. While the easy answer is "we want to make money," that isn't enough. You should address why you are in business (your vi-

sion), why customers should buy from you (your value proposition) and how you will operate to deliver that value (your operating premise, processes and systems).

2. Know your stakeholders. Who are the people you must influence within your company — and outside it — to accomplish your vision, deliver value and successfully operate your company? Identify

"what's in it for them." Ascertain where you will have support, as well as where you will likely meet resistance.

3. Win their hearts! The old axiom, "People don't care about what you know until they know how much you care" is true. Further, they won't care about your goals and plans if you don't demonstrate that you sincerely care about them. This requires a consistent time investment in building and maintaining relationships.

While some CEOs see this as a waste of time, it is not. A broad-based study by Harvard Business School professor John P. Kotter concluded that leaders "with highly structured workdays and rigid schedules close off channels — such as chatting in hallways and calling impromptu meetings — that would otherwise provide vital information and valuable relationships."

The best leaders are naturally observant of and responsive to the

interests, emotions and attitudes of stakeholders. They have a sincere desire to see others succeed in their work and their lives outside of work.

4. Win their minds. While relationships are vital, CEOs must never lose sight of the critical need to reliably produce results. The influential leader is a strong communicator of goals, strategies, projects and processes. This requires careful preparation of what you want to communicate, and how you want to communicate it. Get your facts and figures together.

Winston Churchill once said, "I detest those who, before they get up, do not know what they are going to say; when they speak, do not know what they are saying; and when they have sat down, do not know what they have said." Churchill was the epitome of preparing his messages before sharing them and he rallied a beleaguered Britain to stay the course until World War II was won.

In winning over minds, recognize the great value of input from your stakeholders. Ask for it, even demand it. While you must be ready to defend your ideas, don't insist that everyone agree with them. Foster positive debate. Strive to remove fear of reprisal for contrary opinions. Facilitate discussion leading to commitment and action.

5. Assure competency. This component of influence may be the most crucial of all. The first

four keys build motivation in pursuit of strategies and goals. But motivation without competency is a double-edged sword — and both edges will kill you. Stakeholders who come to an initiative without competency to do the job will fail. Having failed, they will become cynical about future initiatives and will soon distrust your leadership. They will put up ever-thickening walls of resistance to your influence — and you will also fail.

To assure competence, people must clearly understand what is expected of them and they must be well-trained. Further, they must have the facilities, equipment,

budget and resources to do the job.

Often the most important resource is YOU! Take care not to micro-manage, but don't disengage.

My career has been dedicated to helping CEOs succeed. While there are many attributes and attitudes that are beneficial in that pursuit, none is more central to meeting the challenge of leadership than influence.

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



RICH TYSON

NeverBounce opens PC office

NeverBounce, a Cleveland-based company that provides email verification and cleaning services, is expanding with a new office in Park City.

Founder and CEO Brad Owen said that office will open in mid-October and will house NeverBounce's Customer Success operations — a blend of sales functions and tech advice and support.

Rachel Kostura, head of customer success at NeverBounce, is moving to Utah to lead the office. Owen said the company spent a few months scouting sites in the West, including in San Francisco, San Jose, Seattle, Portland and Denver, to find a base from which to serve West Coast customers.

"Opening an office in Utah will allow us to tap into the vibrant culture and emerging opportunities that the tech hub now known as Silicon Slopes provides," said Owen. "As a critical component of our company's success, identifying the right tal-

ent is vital to continue offering an unprecedented level of support."

While headquarters will remain in Cleveland, the new office location in Park City will help to accommodate the company's rapid growth and foster relationships with current and new West Coast customers, Owen said.

Owen said the Customer Success team is responsible for establishing a trusted advisor relationship with each customer and driving continued value of the company's email verification products and services. Team members in Park City will work with clients to establish critical personal and organizational goals, key performance indicators and ensure satisfaction.

"After considering other West Coast options, Park City was a natural fit for NeverBounce," said Kostura. "The emphasis on healthy living, outdoor recreation and passion for tech is a winning combination."

The Utah opening is scheduled for Oct. 24.



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CYBER

from page 1

“Basically, what we’re looking at here is the realization that, whether we like it or not, we’ve all been enlisted in the cyber army. We’re all part of this. Our contributions may be small, they may be great. But the issue is this: We need to create a cyber mindset throughout our society that understands the threat, that sees this as one of the big possibilities that is out there and to actually make sure that the promise of the Internet remains the promise of the Internet.”

A new paradigm to address the situation would feature companies having proper security clearances and liability protections, that individuals have adequate privacy protections and that “information flows both ways between government and the private sector and also from company to company,” he said.

Germany could serve as a model, he said, noting that that nation has proposed offering federal government money to help companies defend themselves against cyber attacks. That approach hinges on the belief that the nation, industry and society have a shared responsibility to address the issue, with that approach requiring information sharing and coordination. The hope is to stem cyber attacks, which in 2016 cost 65 percent of German companies a total of \$65.3 billion.

“We need to make sure that, as a society, we understand that we need to use our talents, to or-

ganize ourselves, to train ourselves and equip ourselves so that we can actually be ready to engage in a continuous, global cyber war, because the other people are doing it, and if we don’t come to that party ready, that party will pass us by and that will be a very dangerous occasion for us.”

Those nation-states are countries that have blended government, business and other elements of society to create sophisticated threats. They have the resources, the means, the willingness and the strategy to deploy those threats, Leighton said. Among the attacks was a U.S. federal government department breach by China that affected 21.5 million records related to security clearance applications. Those records included medical conditions and financial situations of applicants — information that could be used against them to place them in compromised positions.

What’s more, several U.S. companies have been targets of hackers, including Nortel, Target, Sony and Home Depot. This summer, the personal information of 143 million Americans was exposed in a data breach at credit reporting agency Equifax.

The situation likely will become more complex as we are only in the “dawn of the Cyber Age,” he said. Soon, there will be 5 billion people on the Internet. Already, the number of Internet devices surpasses the world population. By 2020, there will be at least 50 billion Internet devices, with many using artificial intelligence, augmented reality and vir-



Col. Cedric Leighton, a retired U.S. Air Force intelligence officer, speaks about cyber security threats last week at the Grove Event Center in Logan. Leighton spoke during Bank of Utah’s Fall Speaker Series, which took place in Logan, Ogden, Lehi and Salt Lake City over two days. Photo courtesy Bank of Utah

tual reality, he said.

“The world is coming together in a much more interconnected fashion than has been the case in the past. ... All of this is becoming part of daily life. It is not something that is science fiction,” Leighton said.

“Data, knowledge, information — all of that is, in essence, the new oil. ... With artificial intelligence, augmented reality and virtual reality — all these things

coming together — you’ve created a new economy based on data.”

Cyber crimes cost businesses at least \$2 trillion annually, and current cyber protections are “absolutely, fundamentally inadequate” because they are unable to keep up with the threats, including 1 million new pieces of malware deployed every day, he said.

“Your daily life, no matter where you are, if you are in a somewhat-developed country, you are beginning to be dependent on the Internet. In developed countries, that is absolutely already the case. Banking, healthcare, manufacturing, education — all of these

things are dependent on the Internet. We put our intellectual property on the Internet — Sometimes to share it. Sometimes to send it to others. We do it in a way that allows access to it. ... Security sometimes has been an afterthought.”

The real world and the cyber world are blending, and society needs to find ways to stay ahead of any threats they present, he added. “It’s going to be even more the case that these worlds are going to converge,” Leighton said, “and we have to pay attention, no matter how much we dealt with this or not in the past.”

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Benefits firm opens in SLC

Benefitfocus Inc., a provider of cloud-based benefits management software headquartered in Charleston, South Carolina, has announced the opening of a new office in Salt Lake City. After considering multiple options in the region, the company said it chose Salt Lake City because of its proximity to current customers in the Western region of the United States and due to its talent resources will be a promising location for the business to evolve.

Benefitfocus was founded in 2000 and has 1,430 employees at its two locations, both in South Carolina.

The new Benefitfocus office opened on Sept. 5 and is temporarily located on the fifth floor of the Cottonwood Center in Cottonwood Heights. A leadership team is currently working to make a permanent recommendation for the office

location and its staffing. Currently, the office is primarily home to Customer Success Organization (CSO) team members, but moving forward, additional customer success managers will be hired from the Salt Lake City area. The company said it is putting together a longer-term plan for growing the Salt Lake City team.

“We are committed to providing world-class support to all our customers, and an important part of that is having associates located in the region who can quickly travel to customer sites,” said Benefitfocus president and COO Ray August. “Salt Lake City quickly emerged as an ideal spot not only because we already have many valuable associates located there, but also because the city boasts a strong talent pool, including a large number of multi-lingual workers, making it an ideal location for potential service center expansion.”

Industry Briefs

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

ARTS/ENTERTAINMENT

• **Ballet West** has announced that **Michael Scolamiero** has been selected as its new executive director. Scolamiero previously was executive director of Miami City Ballet and Pennsylvania Ballet.



Michael
Scolamiero

ASSOCIATIONS

• The **International Economic Development Council Board** has appointed **Lara Fritts** to serve on the board. Fritts is director of the Salt Lake City Department of Economic Development. She will serve a two-year term beginning Jan. 1, 2018. Fritts will represent Salt Lake City alongside 55 voting members from public and nonprofit economic development organizations across the country. Fritts has more than 20 years of experience in economic development.



Lara Fritts

• **Teresa Rivera** has been elected to serve as vice chair of the **Strategic Health Information Exchange Collaborative (SHIEC)**, a national trade association representing health information exchanges (HIEs). Rivera



Teresa Rivera

is president of the Utah Health Information Network. Board members were selected from the member base, with each of the 55 HIE members having a vote.

COMMUNICATIONS

• **MobiChord Inc.**, a Sandy-based producer of telecom management software and related services, has hired **Ed Reilly** as its first-ever chief revenue officer. Reilly's experience includes leading sales, operations and building teams worldwide at companies such as BMC Software, Symantec, Oracle and Cap Gemini. He previously was executive vice president of sales for MatrixCX.



Ed Reilly

DIRECT SALES

• **DoTerra**, Pleasant Grove, has announced it set a record for the largest single-company convention in Utah, with more than 30,500 attendees from 68 nations in attendance in Salt Lake City and 10,000 more attending via livestreaming. The global convention is an annual gathering of doTerra's Wellness Advocates and wholesale customers at the Salt Palace Convention Center. The company said it also became a Guinness World Records holder for the most personal hygiene kits assembled in one hour, assembling 5,110 kits in 36 minutes to top the old record of 1,002 kits in one hour.

ECONOMIC DEVELOPMENT

• The **Governor's Office of Economic Development (GOED)**, **Utah Broadband Outreach Center** and **Economic**

Development Corporation of Utah (EDCUtah) have partnered to add real estate data to Utah's economic development map. Previously, EDCUtah's UtahSureSites.com targeted real estate professionals with an inventory of commercial real estate. The two sites have now merged under the redesigned Locate.Utah.gov. The website's data updates daily. The website redesign increases data accessibility and provides a more all-encompassing resource for businesses. It was launched in 2015 as a tool geared toward business leaders, developers, site consultants and real estate professionals. The website provides information on Utah's broadband availability, utilities, transportation infrastructure, workforce, education, state-sponsored business resources and recreation. Visitors can generate customized reports with detailed summaries on specific locations across the state.

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• **Boys & Girls Clubs of America (BGCA)** and **Raytheon Co.** have announced the opening of four new STEM Centers of Innovation, including the **Hill Air Force Base Youth Program**. The centers will expand STEM (science, technology, engineering and mathematics) learning for military youth located on or near bases. In all, there are 14 such centers. The STEM Centers of Innovation are funded through Raytheon's \$5 million, multi-year commitment to BGCA, part of the company's \$10 million pledge to support military families and veterans.

ENVIRONMENT

• Five Salt Lake entities applied for and concurrently received "green" international sustainability certification from the Events Industry Council. The effort to attain **APEX/ASTM Level 1** certification was led by **SMG**, the management company of the

Salt Palace Convention Center and South Towne Exposition Center. Additional partners were **Visit Salt Lake**, **Utah Food Services** and **PSAV** (an in-house audio/visual company). The council consists of 33 member organizations representing more than 103,500 individuals and 19,500 firms and properties involved in the meetings, conventions and exhibitions industry.

EXPANSIONS

• **Hess Corporate Travel**, Bountiful, has expanded its global travel management initiatives. Company leaders recently met with leadership of partner travel management companies in the United Kingdom in Hess Travel system offices in London. Hess has managed travel for clients from Ireland to South Africa for many years, but the newest expansion enhances services in 70 countries and builds upon data connectivity and regional-only airfare contracts.

MANUFACTURING

• **BlenderBottle Co.**, Lehi, has opened an expansion of its global headquarters, a new building totaling nearly 110,000 square feet. The company produces branded shaker cups. The new building increases the company's warehouse and workspace to approximately 210,000 square feet, allowing for the employee count to more than double in size. Launched in 2000, the privately held company has distribution in more than 60,000 retail locations in more than 90 countries.

MEDIA/MARKETING

• **Utah Media Group (UMG)**, West Valley City, has hired **Brooke Parks** as vice president of events. Parks has worked in the events industry since 1999, including working as a regional vice president for Marketplace Events.

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NONPROFITS

• **Scott Sprenger** has been named to serve on the board of directors of **Utah Humanities**. Sprenger is dean of the Weber State University Telitha E. Lindquist College of Arts & Humanities. He was appointed dean in 2016. He previously was provost at the American University of Paris (AUP) and a professor of French literature and associate dean in the College of Humanities at Brigham Young University.



Scott Sprenger

PHILANTHROPY

• **Primary Residential Mortgage Inc. (PRMI)**, Salt Lake City, has formed the **PRMI Giving Network**, an initiative designed to "help transform communities across the globe and to inspire and create real change through nutrition, service and education." Through the initiative, PRMI recently partnered with the **Kids In Need Foundation** to raise \$150,000 to provide school supplies to students in need across the U.S. PRMI also kicked off the KINF Backpack Challenge at its eighth annual national conference in Las Vegas. At the end of the eight-week campaign, each branch office will get the opportunity to participate in the "PRMI Week of Giving," which will donate thousands of backpacks filled with supplies to local low-income school districts across the country.

• **Big O Tires** dealers in Utah recently donated \$20,000 to **Shriners Hospitals for Children** as part of the "Walk & Roll for Love." Owners and managers of tire stores from Logan to Richfield supported the fundraiser. It is the second year for Big O Tires to support Shriners Hospitals, bringing the total donation to \$40,000.

• **Dansie Orthodontics** recently had an open house in Herriman to screen children in surrounding communities for braces through **Smiles Change Lives**, a national nonprofit that helps kids get braces who could not otherwise afford them. Established in 1997, Smiles Change Lives has had a presence in the Salt Lake City area for nearly a decade, and orthodontist **Dr. Chase Dansie** began participating after learning about the program in 2015. Dansie Orthodontics agreed to treat 50 children through the practice over the next year. The open house was held in order to screen children for the program. Dansie has offices in Herriman

see BRIEFS next page



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Industry Briefs

from previous page

and Duchesne, serving patients in and around Herriman, Duchesne, South Jordan, Riverton, Bluffdale and West Jordan.

• **Pluralsight**, Farmington, has created **Pluralsight One**, the company's social impact initiative dedicated to closing the technology skills gap. The initiative will support nonprofit organizations and amplify their impact by equipping them and the people they serve with technology skills. As part of the company's overall social impact efforts, Pluralsight also joined the Pledge 1% integrated philanthropy movement,

committing to donate 1 percent of its product, time, profit and equity to uplift communities around the world.

REAL ESTATE

• **Newmark Grubb ACRES**, Salt Lake City, has hired **Ben Richardson**, an industrial agent and development specialist who focuses on leasing existing industrial spaces and assisting in the sales of land for



Ben Richardson

future development. Richardson began his career in real estate at Coldwell Banker in 2005, where he specialized in developing residential subdivisions. He transitioned to commercial real estate when he moved to CBC in 2013. His experience includes dozens of deals with WICP, a group that develops, owns and manages over 1.2 million square feet in Florida and Utah. Richardson attended the University of Utah.

• **Mountain West Commercial Real Estate**, Salt Lake City, has hired **Scot Prince**, who specializes in land, retail and investment sales. Prince's career



Scot Prince

in commercial real estate began in 2013. He has represented one of the largest privately held real estate investment management firms in the U.S., as well as local developers and mom-and-pop land owners.

RECOGNITIONS

• **J.D. Power's "2017 North**

America Airport Satisfaction Study" ranks **Salt Lake City International Airport** No. 10 out of 21 airports in the "large" category. This year's study found that overall passenger satisfaction has reached an all-time high as airports are effectively managing the challenges of ongoing construction and increased capacity through tech investment and creative outreach initiatives. Topping the "mega" airport rankings was Orlando International Airport. The "large" category was led by John Wayne Airport (Orange County, California). Sacramento International Airport led the "medium" airport rankings.

• **Boys & Girls Clubs of America** and **Maytag** have selected **Lynda Smart Brown** to receive the **Maytag Dependable Leader Award**. Brown is a local volunteer and community partner. The award recognizes Boys



Lynda Smart Brown

& Girls Club staff and volunteers who have demonstrated dependability, reliability, and a commitment to excellence in their local community and with their local Boys & Girls Club. Brown is one of 10 people to receive this year's distinction. In conjunction with the award, Maytag will donate \$20,000 to Boys & Girls Clubs of Greater Salt Lake (BGCSL) to provide scholarships for local youth to attend the club in the name of Lynda Smart Brown in recognition of her service. The local club nominated Brown because of the significant impact and contributions she has made to club through her work with KidsEat, Utah, an organization designed to providing food for Boys & Girls Club youth.

• **Salt Lake City** has received the **Silver Award for Best Public-Private Partnership** among cities with 25,000-200,000 population from the **International Economic Development Council** (IEDC) for the George S. and Dolores Doré Eccles Theater/Regent Street project. The honor was announced and presented at the IEDC Annual Convention in Toronto, Canada.

RETAIL

• **Ross Dress for Less** has announced it will open a store Oct. 7 in Ogden. The 25,000-square-foot store will be in The Commons at Ogden, at the intersection of 12th Street and Wall Avenue. The store will be the company's 19th in Utah.

SERVICES

• **Smith Johnson Group**, a Sandy-based regional IT staffing company, has hired **Neal Summers** as the director of operations. He will oversee recruiting and client management. Summers has 24 years of staffing experience. He graduated from Utah State University in human resources and has served as state director for Utah SHRM.



Neal Summers

TRANSPORTATION

• **Skyworks**, a Salt Lake City-based company involved in gyro-nautics, has appointed Marine Corps Lt. Col. (Ret.) **Biagio "Ben" Colandreo** as chief development officer. He will be responsible for business development, growth strategies and targeted outreach to



Biagio Colandreo

potential partners, investors and customers. Colandreo is a decorated AH-1W Cobra pilot who, over his 20-year military career, held a series of key roles that ranged from flight safety officer to squadron commander to staff officer for the commanding general of the 3rd Marine Aircraft Wing. He is also an experienced business development and operations executive in the private sector, including four years as director of business development for General Dynamics' IT subsidiary.

TRAVEL & TOURISM

• **Lance Syrett** has been appointed chairman of the **Utah State Board of Tourism Development** by Gov. Gary Herbert. He will serve on the board until his term expires in 2019. The Utah Office of Tourism is part of the Governor's Office of Economic Development. Syrett was appointed to the tourism office's advisory board in



Lance Syrett

2011 as a representative of the Utah hotel and lodging industry. Syrett is general manager of Ruby's Inn, established by his grandfather, Reuben "Ruby" C. Syrett.

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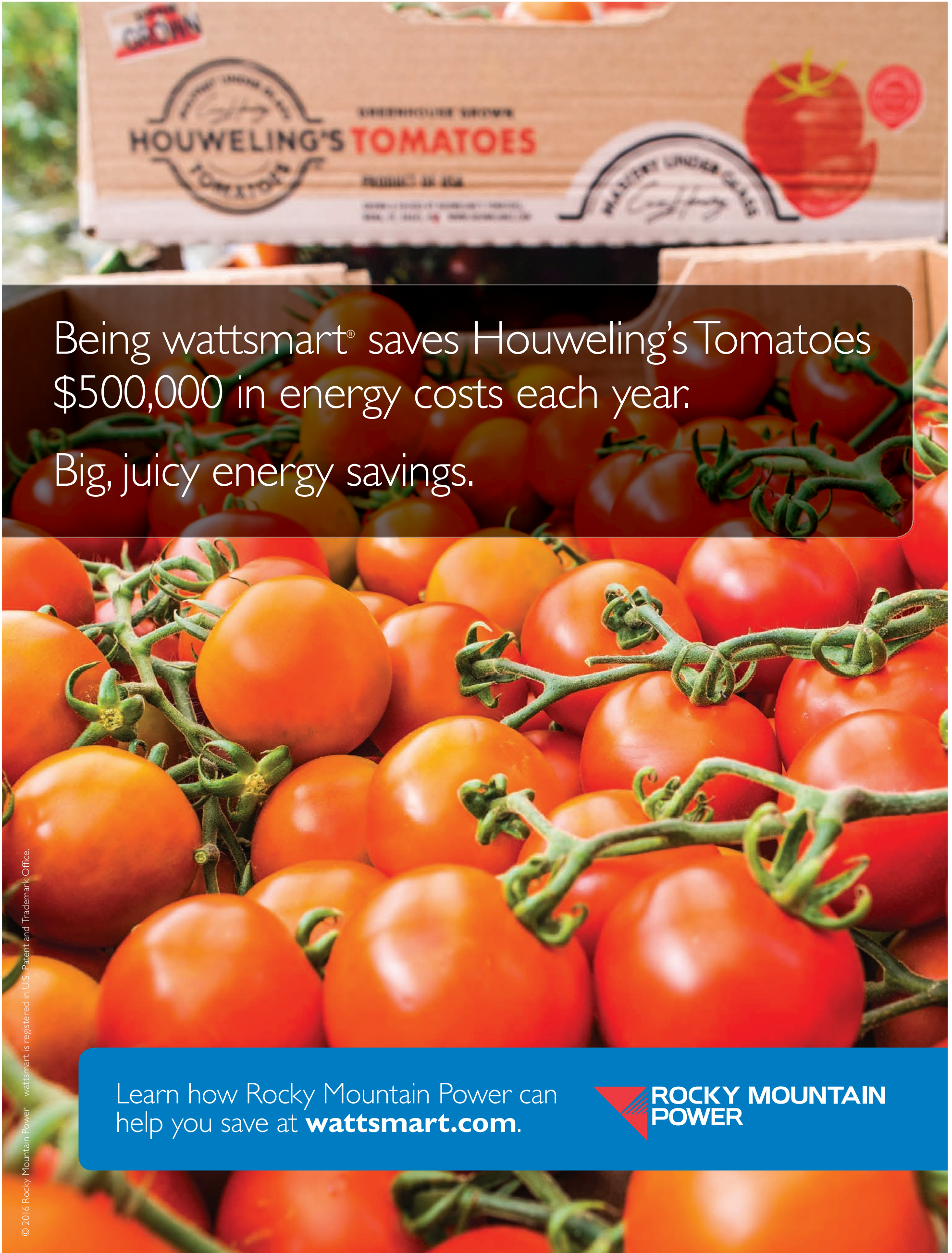
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Calendar

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

Through Oct. 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 the chamber.org.

Oct. 3-5

"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 Oct. 3 in Wayne and Garfield counties, Oct. 4 in Kane County, and Oct. 5 in Sevier and Sanpete counties. Exact locations to be announced. Details are at www.25kjobs.com.

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

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

Oct. 3, 8:30-10:30 a.m.

"Pay the IRS Less Without Going to Jail," a Salt Lake Small Business Development Center event. Location is Salt Lake Community College's Larry H. Miller Campus, Corporate Partnership Center, Room 110, 9690 S. 300 W., Sandy. Cost is \$15. Details are at <https://www.sba.gov/tools/events>.

Oct. 3, 11 a.m.-1 p.m.

October Luncheon, a Salt Lake Hospitality & Tourism

Network (SLHTN) event. Speaker Jason Mathis, executive director of the Downtown Alliance, will discuss changes and developments in the downtown Salt Lake City business district. Open to professionals in the hospitality and tourism industries. Location is Christopher's Prime Steak House & Grill, 134 W. Pierpont Ave., Salt Lake City. Details are at <http://events.r20.constantcontact.com/register/event?oeidk=a07eehesv1k955fd03e&llr=p9chr4nab>.

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. 4, 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.

Oct. 5, 8 a.m.-4 p.m.

China Intellectual Property Road Show, a U.S. Patent and Trademark Office (PTO) event that will explore recent developments and challenges for Utah businesses regarding intellectual property in China. Speakers include Derek B. Miller, World Trade Center Utah president and chief executive officer; and experts from U.S. Commercial Services and PTO; and legal experts from Utah. Location is Utah State Bar Building, 645 S. 200 E., Salt Lake City. Free. Open to the public on a first-come, first-served basis. Details are at wtcutah.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, 10:30 a.m.-2:15 p.m.

2017 Education Summit, a Building Owners & Managers Association (BOMA) Utah event. Session topics include "Active Shooter Training," "Utah Economic Forecast" and "Lien Law." Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Registration deadline is Oct. 2. Details are at www.bomautah.org.

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

Strictly Networking Luncheon, a West Jordan Chamber of Commerce event. Location is Dickey's BBQ, 7742 Campus View Drive, No. 130, West Jordan. Free (pay if ordering from the menu). Details are at westjordan-chamber.com.

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

Cottonwood Heights Business Awards Luncheon. City leaders will honor Trader Joe's, CEO Frank Maylett from RizePoint, Megan Moore from Moore Hair Design, The Gear Room and Market Street Grill. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Cost is \$15. Tickets can be purchased at chbusiness.org.

Oct. 5, 3-5 p.m.

Deal Forum, a VentureCapital.org event. The live-pitch event will feature three companies pitching to a panel of investors from Utah and Idaho's angel and venture capital community, who will provide their industry insight and personal feedback to the company presenters. Compares are Control A+, Shotbox and Recovery Help. Location is Zions Bank Founders Room, 1 S. Main St., 18th floor, Salt Lake City. Registration can be completed at Eventbrite.com.

Oct. 5, 5:30-7:30 p.m.

Outdoor Rec Startup Contest Final Pitch Event, a Grow Utah event that is the final pitch event for the \$150,000 Outdoor Rec "Concept to Company" Startup Contest. Location is Simmons Entrepreneur Center, 450 S. Simmons Way, Kaysville. Free and open to the public. Registration can be completed at Eventbrite.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

Oktoberfest 2017, a Murray Area Chamber of Commerce event. Scavenger hunt is 10 a.m.-5 p.m. Oktoberfest is 5-8 p.m. Location is Hoopes Events, 5001 S. Commerce Drive, Murray. Cost is \$20 (includes entry, scavenger bag, two drink tickets and chili samples) or \$10 (includes entry, two drink tickets and chili entry/samples). Proceeds go to the Human Society of Utah and the Murray Area Chamber of Commerce. Details are at murraychamber.org.

Oct. 6, noon-1:30 p.m.

Town Hall, a Silicon Slopes event. Speaker is U.S. Rep. Mia Love, R-Utah. Location is Silicon Slopes, 2600 Executive Parkway, Suite 140, Lehi. RSVPs can be completed at <https://nvite.com/TownHall/r9wpoy>.

Oct. 10

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Activities include networking from 7:15-7:45 a.m., followed by breakfast and speaker from 7:45-9 a.m. Speaker is Derek B. Miller, president and chief executive officer of World Trade Center Utah. Location is Marriott City Center, 220 S. State St., Salt Lake City. Nonmembers can register at <https://www.acg.org/utah/events/october-10-breakfast-meeting-derek-miller>.

Oct. 10, 9-11 a.m.

"Funding Panel: Utah Grant & Angel Money for Tech Startups," co-organized by VentureCapital.org and the Utah Small Business Development Center and featuring information about funding for early-stage technology from Utah Technology Acceleration Program (TAP) and Technology Commercialization and Innovation Program (TCIP) grants. Panelists are Mary Cardon, USTAR; Brad Bertoch, VentureCapital.org; Clark Cahoon, Governor's Office of Economic Development; and Bryce Hansen, associate director of the Salt Lake Small Business Development Center (moderator).

Location is Access Salt Lake, 175 W. 200 S., No. 100, Salt Lake City. Cost is \$15 by Oct. 9, \$20 at the door. Registration can be completed at Eventbrite.com.

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

Business Women's Forum Fall Luncheon, a Salt Lake Chamber event. Speaker Aaron Vollrath, vice president of customer operations at Henkel Corp., will discuss "Leadership Brands." Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

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

"Profitable Growth: How to Really Drive Business," a Utah Technology Council (UTC) clinic. Location is Mountainland Technical College's Lehi Campus at Thanksgiving Point, 2301 Ashton Blvd., Lehi. Free. Registration can be completed at Eventbrite.com. Details are at utahtech.org.

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.

Oct. 10, 5:30-7:30 p.m.

Business After Hours Social, a Holladay Chamber of Commerce event. Location is Megaplex Luxury Theatre-Cottonwood/Holladay, 1945 E. Murray Holladay Road, Holladay. Free for chamber members, \$10 for nonmembers and at the door. Details are at holladaychamberof-commerce.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, 8 a.m.-2 p.m.

PTAC Procurement Symposium, presented by the Utah Procurement Technical Assistance Center (PTAC) and focusing on procuring government contracts. Event features keynote presentations, breakout sessions and a lunchtime panel discussion.

see CALENDAR PAGE 10

CALENDAR

from page 9

Location is South Towne Expo Center, 9575 S. State St., Sandy. Free. Details are at <http://business.utah.gov/programs/ptac/ptac-symposium/>.

Oct. 11, 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.

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. 11, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Snowbasin Resort, 3925 E. Snowbasin Road, Huntsville. Cost is \$10 for chamber members and guests. Details are at ogdenweberchamber.com.

Oct. 11, 7-8 p.m.

“Using Lean Startup to Fail Your Way to Success,” a Startup Ignition event. Speaker is John Richards, Startup Ignition instructor, founder and chief executive officer. Location is the Startup Building, 111 W. 600 S., Provo. Registration can be completed at Eventbrite.com.

Oct. 12-13

2017 White Collar Crime Conference, an Association of Certified Fraud Examiners Utah Chapter event. Theme is “Expanding Our Influence: Obstructing Fraud.” Event features keynote presentations by James Ratley, president and chief executive officer of Certified Fraud Examiners; Tiffany Couch, principal at Acuity Forensics and author of *The Thief in Your Company*; and Kevin McCarthy, author of *Why Good People Make Bad Decisions*. Location is Mountain America Credit Union Tanner Building, 7167 Center Park Drive, West Jordan. Cost is \$329. Details are available by emailing board@utah-acfe.org.

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.

berofcommerce.com.

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

“Cybersecurity Business Roundtable,” 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, and Nov. 1 at the Bridgerland Applied Technology College, Room 840, 1301 N. 600 W., Logan. Cost is \$49. Details are at slchamber.

Oct. 12, 5:30-7 p.m.

“Business Boot Camp: Leadership Skills,” a Cottonwood Heights Business Association workshop. Les Pardew, owner of the Mystery Escape Room, will discuss five decisions every great team makes in an interactive way to give managers ideas to build effective teams. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Free. Registration can be completed at chbusiness.org.

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.

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

Utah Global Forum, presented by Gov. Gary Herbert, with the theme “Prosperity Through Diversity” and focusing on moving Utah businesses to the global business stage and meeting the challenges of today’s business environment. Keynote speakers include Javier Palomarez, chief executive officer of the U.S. Hispanic Chamber of Commerce; and Ana Navarro, political contributor to CNN, ABC News and Telemundo. “Power” presentations include “What is Happening Around the World,” “What is Happening in Utah,” “Made in the U.S.A.” and “NAFTA and Its Implications.” Breakout sessions include “Diversity of Markets,” “Diversity of People,” “Diversity of Resources” and “Diversity of Money.” Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$90. Details are at utahglobalforum.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.

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

Multi-Chamber Women in Business Luncheon. Location to be announced. Cost is \$20 for members, \$25 for nonmembers. Details are at westjordanchamber.com.

Oct. 17, 4-6 p.m.

Business B 4/5, a West Jordan Chamber of Commerce event. Location is Sam’s Club, 7571 S. 3800 W., West Jordan. Details are at westjordanchamber.com.

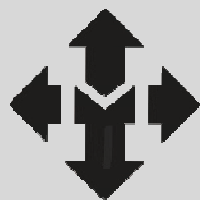
Oct. 18, 11:30 a.m.-1 p.m.

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.

Oct. 18, 3-5 p.m.

“Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women’s Business Center (WBC). Event is designed for all entrepreneurs: those looking

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Opinion

Note to Congress: Here are some things to remember in tackling tax reform

Congress is finally tackling the tax code, which is good news because reform is badly needed. Our outdated code is complicated by thousands of credits, deductions and exemptions to individual and corporate interests — and it imposes high rates that inhibit economic growth. However, as we've seen with the failed efforts to repeal and replace Obamacare, getting a consensus among Republican members is easier said than done. It should boil down to three priorities.

First, though overhauling the whole tax code would be great, if the goal is economic growth, reforming the corporate side is the most pressing priority. Everyone knows that the corporate tax system is a punishingly inefficient and large driver of corporate avoidance. Ideally, a reform plan could cut the rate dramatically and move the United States from the highest to one of the lowest rates among industrialized nations. The president has talked about 15 percent, which would make U.S. companies significantly more competitive abroad and at home while dramatically reducing the need for tax avoidance and inversions.



It should also replace “depreciation” with “full expensing.” This sounds like a bunch of tedious jargon, but all you need to know is that companies generally aren't allowed to immediately deduct (expense) their investment costs when calculating taxable income and that this creates a bias against business investment. Some exceptions exist and create their own problematic biases because they're targeted toward particular industries or activities supported by politicians.

Different rules make for a more complex tax code, encourage lobbying and lead to special privileges for the well-connected. Full expensing would flatten all this out.

These reforms would boost the economy, American competitiveness and job creation the most. A corporate tax reduction would boost standards of living through higher wages, too. That's because the majority of the corporate tax is shouldered by workers, in the form of lower wages.

The second priority? Congress needs a budget. Without that, there's no reconciliation — the process by which

Republicans can bypass the need for 60 votes in the Senate. Without that, there's no reform. However, the rules of reconciliation require that tax reform be deficit-neutral outside the 10-year budget window. A lot of the current tension about tax reform is caused by a disagreement about how to meet the deficit-neutral constraint.

A third priority requires that tax reform be paid for. The best way to do that, however, is to restrain spending. We're \$20 trillion in debt and heading once again to a \$1 trillion deficit, even before the tax cuts. Extending and strictly enforcing the previously bipartisan and quite modest Budget Control Act caps of 2011 until 2025 would pay for tax reform without resorting to new sources of revenue such as the misguided value-added tax, a carbon tax or a border adjustment tax.

Getting rid of genuine loopholes that benefit individuals and corporate interests would also help pay for tax reform. The exclusion for employer-provided fringe benefits, the state and local tax deduction, and the deduction for U.S. production activities are ripe for repealing and could allow for trillions of dollars in tax cuts.

Congress could approve a tax cut that expires after 10 years, of course, but tempo-

rary tax cuts are less conducive to growth because entrepreneurs and investors realize that there's no permanent change in incentives to create jobs, income and wealth.

All of this leads to a problem. If Congress and Pres. Donald Trump aren't willing to impose spending discipline and if they're unwilling to tackle a sufficient number of major loopholes, that presumably means there won't be fiscal room to get a large rate cut and expensing.

Politically, it could be easier to push for just a rate cut at the price of expensing, because it's imperative that the corporate rate be dramatically reduced and — let's face it — most people don't even know what expensing is. The bad news is that leaving expensing behind would be a missed opportunity. We know that politics isn't always conducive to good economics, and the good news is that you can't go wrong with cutting the corporate tax rate — but Congress can and should do more than the bare minimum.

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

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Trump's U.N. speech seemed to embrace the rise of a post-America world

President Trump's speech to the United Nations was well delivered. But it was a strange mishmash of topics and tones, in parts celebrating realpolitik but then also asserting the importance of freedom and democracy. There was, however, one overriding theme — the embrace of nationalism. And in striking that chord, Donald Trump did something unusual, perhaps unique for a U.S. president: He encouraged, even embraced the rise of a post-American world.

First, the mishmash. Early in his speech, Trump asserted, “In America, we do not seek to impose our way of life on anyone.” But then, a few minutes later, Trump proceeded to castigate North Korea, Iran, Venezuela and Cuba for their undemocratic political systems, virtually demanding that they all become Western-style liberal democracies.

The danger of this kind of lofty rhetoric is that it has been selectively applied, so it is seen cynically by the rest of the world as a way to dress up American self-interest. Trump took this hypocrisy to a new level. He denounced Iran for its lack of freedoms and, almost in the same breath, made favorable mention of Saudi Arabia. By any yardstick — political rights, religious tolerance, free speech — Iran is a much more open society than Saudi Arabia, which is an absolute monarchy allied to the world's most fanatical religious establishment, where churches and synagogues are prohibited.

The main thrust of Trump's speech was about nationalism. He celebrat-

ed sovereignty and nationalism, choosing an odd example. Latching onto a few words by Pres. Harry Truman in support of the Marshall Plan, Trump described that approach to international relations as “beautiful” and “noble.” But can anyone imagine Donald Trump actually supporting



the Marshall Plan? It was a massive foreign aid program, administered by government bureaucrats to help foreigners revive their industries — which became competitors to American firms. Washington spent, as a percentage of GDP, roughly five times what it spent during the combat phase of the war in Afghanistan, according to one estimate. To make the Marshall Plan work, Washington encouraged European nations to cede economic sovereignty and create the European Coal and Steel Community, which was the genesis of the European Union.

The most significant line in Trump's speech was this one, delivered dramatically: “As president of the United States, I will always put America first, just like you, as the leaders of your countries will always, and should always, put your countries first.”

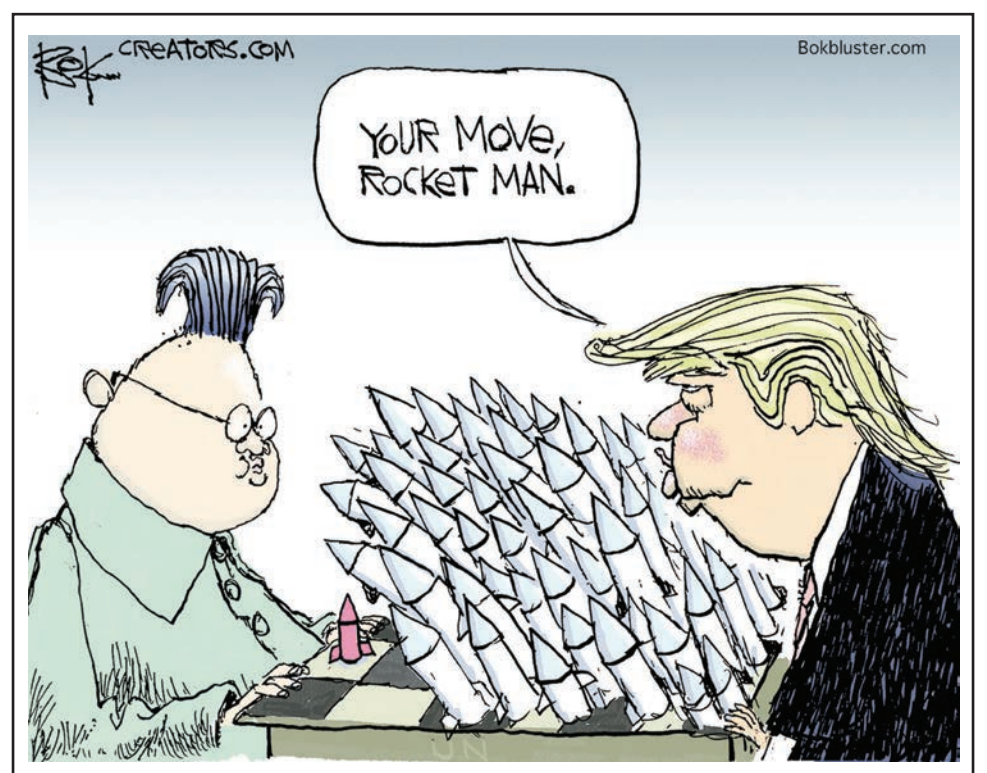
But this is what countries like Russia and China have been saying for the past few decades. For the past 70 years, the great debate among nations has been between those who argued for narrow national interests and those who believed that lasting peace and prosperity depended on promoting broader common interests. The latter, conceived by FDR and supported by every

U.S. president since, is what produced the United Nations and all the organizations that monitor and assist with trade, travel, disease, crime and weather issues, among a host of others, that spill over borders and can only be handled at a regional or global level.

But Donald Trump is tired of being the world's leader. He whined in his speech that other countries are unfair in their dealings with the United States, and that somehow the most powerful nation in the world, which dominates almost every international forum, is being had. His solution,

a return to nationalism, would be warmly welcomed by most of the world's major players — Russia and China, but also countries like India and Turkey — which tend to act on the basis of their narrow self-interest. Of course, that will mean a dramatic acceleration of the post-American world, one in which these countries will shape policies and institutions, unashamedly to their own benefit rather than any broader one.

see ZAKARIA page 15



Opinion

The 8-foot fence has gone up in Salt Lake City; For shame, Utah, for shame

According to *The Salt Lake Tribune* in a Sept. 12 article titled "State Begins Fencing Off Rio Grande Street," the purpose of the fence is to keep drug dealers out. The 8-foot fence will be covered to reduce visibility and prevent drug dealers from passing drugs. The fence is part of a \$67 million, two-year effort to reduce lawlessness, the *Tribune* said.

I had previously read about the possibility of putting up a fence, but what the article also pointed out was that the area was going to have a guard house where a security guard will check IDs. It will also have at 6-foot-high interior fence that will create a buffer zone so drug dealers can't throw drugs into the area.

Between 1933 and 1945, Nazi Germany and its allies established 40,000 camps and other concentration sites. The perpetrators used these sites for a variety of purposes, including forced labor, detention of people thought to be enemies of the state and mass murder. To me, putting up the fence

around the homeless is cruel.

Also in the same *Tribune* article, there was a statement that said 86 percent of respondents to a city survey said that closing the stretch of Rio Grande "will increase the safety of those seeking homeless services." I volunteered down at the St. Vincent DePaul soup kitchen for nine years and found out that these homeless services were spread out all over the city.

The stupidest thing in Donald Trump's litany of campaign promises is "We're going to build a wall." Donald, if you really are going to build a wall, do it with electronic sensors, drones, cameras and high-speed dune buggies. This is a much more cost-effective way of putting up a barrier.

An alternative to the wall would be to erect visitor centers every 200 miles along our border staffed with Hooters girls who would be moonlighting. Mr. President, if you agree with this plan, I will volunteer to recruit the Hooters.

The *Tribune* reported on Aug. 29:



ROBERT PEMBROKE

"Utah House Speaker Greg Hughes and Salt Lake City Mayor Jackie Biskupski took [their] public clash over Operation Rio Grande from the airways to a city hallway (recently), parting with smiles but apparently no closer to consensus."

In the same article: "Biskupski told the city council ... that her staff has identified \$3.5 million by redirecting \$685,000 it had budgeted to keep open 63 treatment beds associated with last fall's Operation Diversion law enforcement effort to put toward year-one efforts. She asked the council to help in finding another \$2.6 million to meet the city's annual share of the \$21 million funding gap."

OK, sports fans, let's see if I got this straight. So, we are taking away treatment beds from the homeless to replace with a Nazi Germany-style ghetto. It surely doesn't make good sense to me. As a matter of fact, I think it is criminal.

As you will note in a previous paragraph, Biskupski uses the term "Operation Diversion." I have long opined that developers want the Rio Grande property and are

lobbying our political elites to make it happen. The effort has nothing to do with how we treat the homeless, but everything to do with silver and gold.

But there is a serious problem in the Rio Grande area. After a recent Saturday morning breakfast, I drove down to the soup kitchen, parked and walked throughout the ghetto. There is a completely different crowd there compared to when I visited the area in April. A lot more people were in a daze. A lot more people were speaking languages that I hadn't heard down there before. And a lot more people were downright angrier. The solution is more law enforcement and not a fence.

"It happened so fast. The ghetto. The deportation. The sealed cattle car. The fiery altar upon which the history of our people and the future of mankind were meant to be sacrificed." - Elie Wiesel accepting the Nobel Peace Prize in Oslo, Dec. 10, 1986.

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

Business Tech

There is a lot to consider before deciding your employees can work from home

There are a lot of companies that have been leveraging technology to allow their users to work from home. There are a lot of potential benefits — and some disastrous pitfalls — to consider before making the leap. Let's examine some things to consider from a technology and organizational standpoint.

The good news is that the technology is solid and in place to make it feasible for a good portion of the workforce to work from home. Here's a quick run-down of some of the common technologies companies are using to make remote connectivity possible:

VPN. Old and reliable, this tech has been around for years. It's typically managed on your company's firewall and creates a virtual private network that allows the user to connect to network resources from anywhere with an Internet connection as if they were in the office. Great for accessing files on the server and basic tasks of that sort. The weakness of VPN is using applications that have a database backend like QuickBooks. What ends up happening is that the client running locally queries the database across the VPN and the passing of that data back and forth makes it terribly slow. VPN is good for file sharing but not good for database application use.

Terminal Server. This solution is also proven and has been around for a while.

The idea of a terminal server is that you remotely connect to a server on the business network that is set up to receive such connections. You get your typical Windows desktop you're used to using and have access to all of the applications. No data passes back and forth, but rather what you get is essentially screenshots of the activity happening on the server. Since data doesn't have to pass back and forth over the Internet and queries for applications are local to the database, it solves the issues commonly experienced with lag over a VPN connection. It's great for

file sharing as well as using all of your apps remotely. Some form of this solution is still used by many companies today. The more modern version is called "remote desktop gateway" and is a great tool for making network resources available through a browser.

SaaS Solutions. In recent years, there has been a pretty significant change in how software is designed. More and more applications are moving to a "software as a service" (SaaS) model. Apps are being designed to run in a browser from anywhere and the server hosting the data is maintained by the software company in a data-center somewhere. This makes things very simple for users and gives them access to their applications and data anywhere they have Internet. This is a great solution for

companies with a distributed workforce or that want simplicity in remote operation.

Cloud Storage. File sharing is also moving to the cloud in order to make data accessible from anywhere. Solutions like Dropbox, Google Drive, OneDrive and others crowd the marketplace. These can put all of your files at your fingertips and even make them available on any device. The big concerns with these solutions when they initially hit the market was security. The good news is that recent releases of almost all the major cloud storage platforms have given admins the security features and compliance they were looking for.

So, the tech is there. It's finally solid and ready to go. Is letting people work from home a good move for your company? There are definitely a few things to consider:

Examine your workload. If you're an engineering company that does 3D design work, then cloud solutions like those above may never be a great fit for your needs. If, however, you're an Internet marketing company that uses a handful of web-based applications for communication and storage, it may be a great fit.

Once you've determined if it is possible technically to have folks work from home, you must make some decisions on whether it's the right call for your business from a cultural and financial standpoint. IBM is reported to be saving \$100 million a year by allowing its employees to

work from home. There can be huge financial benefits. It's also possible that you'll improve your employees work/life balance by allowing them to cut out the time they spend commuting. Happier employees mean less turnover and more productivity.

The other side of the argument is that folks who work from home all the time don't really become integrated into your team. Since they don't have daily interaction, they lack that feeling of community and understanding of company culture. This can have some negative side effects.

There are also looming doubts about how productive your team will be if they're at home and have no one watching them. There are concerns about difficulty in communications. There are potential problems with managing remote employees and maintaining accountability.

It's important to remember that working from home isn't necessarily an all-or-nothing decision. There are tons of organizations reporting benefits from allowing employees to work from home a day or two a week. The important thing is to find the right fit for your culture and workload.

The technology is there and many businesses are already taking advantage to drive down costs and make their teams more efficient. Consider your workload, culture and specific needs to see if a remote workforce could benefit your business.

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



MIKE HERRINGTON

CALENDAR

from page 10

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. 19, 6 p.m.

Titan Awards Ceremony, a Sandy Area Chamber of Commerce event. Activities include a reception at 6 p.m. and dinner and program 7-9 p.m. Honorees are Kem C. Gardner, chairman of the Gardner Co.; Jeanette Herbert, Utah's first lady; and Ronald W. Jibson, former chairman, president and chief executive officer of Questar Corp. (now Dominion Energy). Location is Little America Hotel, 500 S. Main St., Salt Lake City. Details are at sandychamber.com.

Oct. 19, 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.

Oct. 19, 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.

Oct. 19, 4:30-6:30 p.m.

"Primetime Expo: Fall 2017," a Utah Valley Chamber bi-annual trade show. Theme is "Your Time, Your Turf." Location is Provo Towne Centre Mall, 1200 Towne Centre Blvd., Provo. Free. Details are at thechamber.org.

Oct. 24, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber

Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at ogdenweberchamber.com.

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

"Lunch and Learn Series: Search Engine Optimization." The Lunch and Learn Series is a collaboration between the Women's Business Center and the Professional Education Department at the University of Utah. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$40. Details are at slchamber.com.

Oct. 25, 8-9:30 a.m.

Chamber Launch, a Salt Lake Chamber networking event. Location is Salt Lake Chamber, Wells Fargo Board Room, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Oct. 25-26, 8:30 a.m.-6 p.m.

Second Annual "Pathways to Professions" Career &

Technical Education Showcase, presented by the Utah State Board of Education, the Utah Department of Workforce Services, the Wasatch Front South Consortium, the Governor's Office of Economic Development, and Talent Ready Utah. Theme is "Expanding the Workforce Pipeline." Event brings together industry leaders, higher education partners, school districts, educators, students and communities geared to align CTE programs and education pathways to build the state's workforce. Location is South Towne Expo Center, 9575 S. State St., Sandy. Details are at ctepathwaysutah.com.

Oct. 25, 11:30 a.m.-1 p.m.

"Cybersecurity Business Roundtable," featuring cybersecurity professionals from the Salt Lake Chamber's Cybersecurity Leadership Council. Location is the Utah County Health & Justice Building, 151 S. University Ave., Room 1601, Provo. Event is also offered Oct. 12 at the St. George Area Chamber of Commerce, DSU Training Room, 136 N. 100 E., St. George, and Nov. 1 at the Bridgerland Applied Technology College, Room 840, 1301 N. 600 W., Logan. Cost is \$49. Details are at slchamber.

Oct. 25, 11:30 a.m.-1 p.m.

"ChamberWest Presents" Luncheon, a ChamberWest event. Speaker is Ryan Nelson with Employers Council. Location is Utah Trucking Association, 4181 W. 2100 S., West Valley City. Cost is \$20 with RSVP. Details are available at ChamberWest at (801) 977-8755 or chamber@chamberwest.org.

Oct. 26, 8 a.m.-4 p.m.

WeROC Conference: "Wom-en Entrepreneurs Realizing Opportunities for Capital," a VentureCapital.org event focusing on why women-led companies have a more difficult time raising capital, and how people can change mindsets and shatter perceptions. Keynote speaker is Lisa Conte. Event also features two panel discussions; women entrepreneurs presenting their companies in a 10-minute pitch to a panel of venture capitalists, investors and influencers; and a reception. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$100 for early-bird participants, \$150, \$200 for presenting companies, \$175 at the door. Registration can be completed at Eventbrite.com.

Oct. 26, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Hotel RL, 161 W. 600 S., Salt Lake City. Cost is \$7 for early-bird members, \$10 for

members, \$15 for nonmembers. Details are at slchamber.com.

Oct. 27, noon-2 p.m.

10th Annual Women Tech Awards, a Women Tech Council event. Keynote speaker is Safra Catz, chief executive officer of Oracle. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$125 for members, \$150 for nonmembers. Details are at womentechcouncil.org.

Oct. 29-Nov. 1

11th Annual Algae Biomass Summit, an Algae Biomass Organization event featuring discussions about the impact that the latest advances in algae commercialization and research are having on agriculture, food and nutrition markets, carbon and water management, advanced materials, energy and more. Event includes plenary sessions with keynotes and panel discussions, plus breakout sessions and a poster display. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details are at algaebiomasssummit.org.

Nov. 1, 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.

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

"Cybersecurity Business Roundtable," featuring cybersecurity professionals from the Salt Lake Chamber's Cybersecurity Leadership Council. Location is the Bridgerland Applied Technology College, Room 840, 1301 N. 600 W., Logan. Also offered Oct. 12 at the St. George Area Chamber of Commerce, DSU Training Room, 136 N. 100 E., St. George, and Oct. 25 at the Utah County Health & Justice Building, 151 S. University Ave., Room 1601, Provo. Cost is \$49. Details are at slchamber.com.

Nov. 2, 6:30 p.m.

"Embracing Clean Energy," a Utah Clean Energy party and fundraiser. Speaker is Jeff Orlowski, director of "Chasing Ice" and "Chasing Coral." Location is the Natural History Museum of Utah, 301 Wakara Way, Salt Lake City. Cost is \$75. Details are at utahcleanenergy.org.

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PICKLE

from page 1

their role in sustaining local communities.

Salt Lake City is one of 25 cities nationwide vying for the grant funding. The program is offering a total of \$2 million in grants.

Mayor Jackie Biskupski said the fact that Salt Lake City was chosen to participate in the "Partners" initiative speaks to the incredible things happening in the city.

"The business owners and entrepreneurs in Salt Lake City are passionate not just about the work they are doing and how it will advance their personal careers and growth of the city, but also about the importance to recognize, appreciate and protect its rich history," Biskupski said.

The Granary District recently received Utah's first neighborhood business district "Main

Street America" designation. Ori Media's proposed project in the district includes the expansion of the local creative business collective Studio Elevn into a restored and revitalized Utah Pickle Co. building to provide the district with event space, a media production studio, flexible office spaces for local artists and entrepreneurs, and a community garden that is poised to transform a significant part of 400 West between 700 and 800 South into beautiful, community destination designed to help revitalize the district through increased street activity, business growth and local spending.

"Our consistent success and growth has allowed us to steadily move toward our goal of being a center and resource for creative business in Salt Lake City," said Michael Ori, president and founder of Ori Media. "We look forward to continuing our support of the artistic community, bridging the gap between creatives and tech leaders, and ultimately our collective voice to the world. We have

the ability and the opportunity to shape this space and, by extension, the Granary District."

Ori Media is planning a free community open house sometime in mid-October, allowing the public to gather at the building site to see architectural renderings of the space, enjoy food and beverages from Granary and Central Ninth neighborhood businesses, and hear music from local artists. The partners of the project's developer, FORM Development, as well as Ori Media and Studio Elevn staff and Salt Lake City representatives, will be available to discuss the project with attendees.

CAI

from page 1

ital investment, as well as high productivity and skilled workers," said Scott Anderson, Zions Bank president and CEO. "Large population influxes bring several benefits to an economy, namely increased consumption, larger amounts of tax revenue and increases in business innovation."

Although Utah's recent economic expansion has largely benefited citizens of the Beehive State, many Utahns are feeling the effects of economic growth in their everyday purchases. According to the Wasatch Front Consumer Price Index, prices are up 3.4 percent since August of last year. A significant number of Utahns are feeling these price increases in many of their favorite recreational activities. According

shape the U.N. — and the global agenda — just as America has done for seven decades. Perhaps the Chinese will suggest that the organization's headquarters be moved to Beijing. Come to think of it, it would free up acres of land on the East River where Donald Trump could build a few more condominiums.

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

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ZAKARIA

from page 12

Trump grumbled about the fact that the United States pays 22 percent of the U.N.'s budget, which is actually appropriate because it's roughly equivalent to America's share of global GDP. Were he to scale back America's support, he might be surprised how fast a country like China will leap in to fill the gap. And once it does, China will dominate and

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to the September Consumer Attitude Index survey, 23.2 percent of Utahns anticipate spending more this year compared to last year on recreational activities such as athletics, music, performing arts, volunteer work, academic or professional organizations, cultural activities and other hobbies.

Despite recent increases in statewide prices, consumers are confident that household incomes will continue to rise, as well as investments in home equity:

- Thirty-seven percent of Utahns believe that their total household income will be higher six months from now, up 4 percent from a year earlier.

- Seventy-one percent of Utahns believe that the price of homes like theirs will increase over the next 12 months, up 8 percent from a year earlier.

Utahns also are optimistic about the future trajectory of the national economy. Thirty-five percent of Utahns believe that it is likely that the national economy will improve during the next 12 months, up 13 percent from September of last year.

"I am impressed by Utah's sustained employment growth, especially within the professional and business services sector," said Randy Shumway, chairman and partner of Cicero Group, a Salt Lake City-based firm that does data collection and analysis for the CAI.

"Utah is quickly making a name for itself as a business-friendly state with intelligent and highly skilled workers. I see no signs of Utah's economy slowing down in future months," Shumway said.

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