

OF NOTE



Goal: No waste, no hunger

Smith's Food & Drug Stores, under its parent company The Kroger Co., has launched a nationwide effort aimed at ending hunger in the communities where it operates grocery stores. Dubbed Zero Hunger, Zero Waste, the program's aim is to divert at least some of the estimated 72 billion pounds of food that end up in landfills annually to the tables of the needy in America.

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Lane Beattie (left), president and chief executive officer of the Salt Lake Chamber, and Keith McMullin, outgoing chairman of the chamber's Board of Governors, applaud the work of chamber members during the organization's 130th Annual Meeting and Awards Luncheon in Salt Lake City.

Chamber leaders want members to be 'engaged, vocal and active'

Brice Wallace
The Enterprise

The leaders of "Utah's Voice of Business" want more voices to be part of their chorus.

During the Salt Lake Chamber's annual meeting in Salt Lake City, they encouraged more involvement in chamber programs and with efforts to address issues confronting the state's economy.

"By getting involved, we can solve our state's challenges, maintain our state's robust economy and ensure our state's fu-

ture," Lane Beattie, the organization's president and chief executive officer, told the crowd. "It's imperative that we continue to have an engaged, vocal and active business community."

Beattie cited as an example the next legislative general session, in which the business community can weigh in on several big issues. "There's going to be a lot of heavy lifting this next legislative session as we push for tax reform, education funding and modernization of transportation

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Lassonde Studios 'exceeded expectations' in its first year

In its first year, the Lassonde Studios has proven to be a huge springboard for a group of aspiring entrepreneurs.

The \$45 million student innovation building opened last summer at the University of Utah and resulted in year-over-year increases in student participation in Lassonde Entrepreneur Institute programs, scholarship amounts, cash prizes, the number of startup teams and more, according to a report from the institute, part of the university's David Eccles School of Business.

"We built Lassonde Studios to create a unique space that would engage more students in our already impressive entrepre-

neur program, and the data in our annual report shows the impact of the building," said Troy D'Ambrosio, executive director of the Lassonde Institute and an assistant dean at the Eccles School. "We reached many of our goals this year, and we look forward to building on our momentum."

The report shows that 329 student startup teams were formed during the 2017 fiscal year, up from 97 the prior year. Student startup companies were awarded cash prizes totaling \$369,000, up from \$362,000

see LASSONDE pg. 4

Consumer costs stay same from July to August

Consumer prices remained flat from July to August, according to the Zions Bank Wasatch Front Consumer Price Index (CPI) released recently. The index has grown 3.4 percent since August of last year. The majority of this growth has been caused by increased housing costs, as well as climbing prices within the transportation sector, according to Zions Bank.

The national Consumer Price Index increased 0.3 percent from July to August and has increased 1.9 percent since this time last year.

Year-over-year growth in the CPI is largely attributable to statewide housing price increases. According to the index, 64 percent of overall cost of living increases within the state are attributable to housing costs, including increased apartment rental rates. Twenty-three percent of the year-over-year CPI increase can also be explained by rising prices within the transportation sector, especially price increases for gasoline and fuel.

Gas prices have increased in the wake of Hurricane Harvey along the Texas Gulf Coast and southern United States. National gasoline prices are up to \$2.65 from \$2.35 a month ago, and Utah average gasoline prices have increased to \$2.66 from \$2.54 in the same time period.

"Utah's economy has grown impressively in the past year, as reflected in the expansion within Utah County's Silicon Slopes area and the growing real estate market within the state," said Scott Anderson, Zions Bank president and CEO. "This economic growth has created jobs and demand, particularly within the housing sector, that are pushing prices upward."

Year-over-year increases in Utah's CPI are also explained by rising prices in the following sectors:

- Steady rises in restaurant food prices account for 10 percent of the cost of living increase, as prices for full-service meals have increased substantially in the past year.

- Slight increases in telecommunication prices account for 5 percent of the year-over-year CPI increase, as telephone and cellular data prices have increased substantially within the past year.

Year-over-year increases in Utah's

see CPI pg. 18



Software company plans to expand Utah operations and add 218 jobs

A North Carolina-based payment software company has announced it will expand operations in Utah, creating 218 new jobs over the next five years.

AvidXchange, which in late 2014 acquired Cottonwood Heights-based Piracle Inc., announced it has selected Utah for the \$3.5 million expansion after being awarded a tax credit rebate of up to \$359,247 from the Governor's Office of Economic Development (GOED) board at the board's September meeting. The company is considering locations in Sandy and Murray.

A privately held corporation based in Charlotte, AvidXchange provider accounts payable and payment automation solutions for midmarket businesses. The company's automation software increases control and visibility in the invoice payment process to reduce processing time, maximize

efficiency and lower processing costs for payables. It has more than 6,000 customers nationwide.

"AvidXchange is thrilled to expand our operations in our Salt Lake City location and support the economic development in the state of Utah," Michael Praeger, co-founder and chief executive officer of AvidXchange, said in a prepared statement.

"As we grow as a company, it is imperative to us that we have a large presence throughout the United States to ensure that we can continue to provide great support for our customer base throughout the country. Utah is a great hub for technology and innovation, and AvidXchange looks forward to being a larger part of the tech community and creating a positive impact on the local economy with the creation of over 200 jobs."

The project is expected to

result in \$47 million in total new wages over five years and nearly \$1.8 million in new state tax revenues during that period.

Tom Wadsworth, GOED'S director of corporate growth and business development, told the board that AvidXchange represents "a success story" with the Piracle acquisition. "They've had this relationship for the past two years and as AvidXchange has looked at where they want to go,

they've been so impressed with their acquisition here in Utah that they have found it a great place to continue to grow their business," he said.

"Utah's labor market is attractive to innovative companies like AvidXchange, and we look forward to the company's contributions to the state's fintech sector," said Val Hale, GOED's executive director. "We see it happen again and again: Once a company expe-

riences Utah firsthand, they know it's one of the best locations for their growth."

"AvidXchange is another great company taking advantage of Utah's strengths in finance and technology," said Theresa Foxley, president and chief executive officer of the Economic Development Corporation of Utah. "We are grateful for the role the company will play in growing fintech in the state."

Fisher Group moves its operations to new facility

Fisher Group Inc., the holding company for several companies in the largest sign supply, label printing and plastic fabricating sectors, has moved its operations into an 83,000-square-foot facility on the northwest side of Salt Lake City, nearly doubling its cubic feet of capacity for the manufacturing, storage and distribution of its products, the company said in a release last week. This is the first move for the company in 50 years, the release said.

Fisher Group's subsidiaries include Regional Supply, Plastic Fabricating and American Label. Regional Supply specializes in wholesale distribution to large-format digital printers, screen printers, commercial sign makers and installers and a wide variety of plastics users. American Label specializes in adhesive-backed labels as well as flexible packaging and Plastic Fabricating specializes in thermoforming, CNC routing and specialty fabricating of plastic products.

Regional Supply began in 1946 as a four-person electric motor repair shop in Salt Lake City founded by Art Mendenhall and called Regional Electric Works. By 1951 Regional Supply had expanded into a sign supply business and into plastics by 1959. Eventually the company included the three distinct busi-

nesses that it operates today.

"We're proud of our history and our steady growth over many decades," said David Fisher, president and CEO of Fisher Group. "When it came time to move from our previous location, we were thrilled to settle into this larger facility within Salt Lake City where all three

companies could be housed under one roof. It's a newly renovated building with higher ceilings and more cubic feet that gives us a very comfortable environment in which to work."

Fisher Group also owns Vinyl Outlet in Salt Lake City and Regional Supply Alaska in Anchorage.

Private bank opens SLC office

Denver-based Fortis Private Bank has opened a loan production office in Salt Lake City.

Fortis has hired four people to initially staff the new location headed by Jeremy Lowry, executive vice president for private banking and residential lending. Also at the new bank will be Preston Keller, managing director of private banking; Cathy Jensen, director of private banking; and Martha McGraw, private mortgage banker.

"The healthy and diverse economic climate in Salt Lake City makes it a natural fit for the world-class knowledge and service provided by Fortis Private Bank in their pursuit to bring better banking services to high-net-worth individuals, families and private business owners," Fortis said in a statement.

Prior to Fortis, Lowry was a senior vice president at Zions Bank

where he led residential lending. He has also held leadership positions at US Bank and Novastar.

Keller has over 17 years of banking experience and was most recently senior vice president and regional director at Zions Bank in Salt Lake City. Jensen also came from Zions where she was a vice president and relationship manager in Murray. McGraw also held senior positions at Zions.

"We're proud to have reached the milestone of \$100 million in funded residential loans and we couldn't be more thrilled to announce our new Salt Lake City office," said Brian Soeldner, Fortis CEO. "We are honored to have the opportunity to make a long-term commitment to Salt Lake City and Utah and we look forward to serving the high-net-worth community and realizing our growth potential in this market."

Apartment vacancy lowest ever

Apartment vacancy in the Salt Lake market is at the lowest point ever reported since such records have been kept, according to research from commercial real estate firm Cushman & Wakefield Commerce. Mid-year figures show the vacancy rate at 2.6 percent.

"For the third consecutive year, the apartment communities in the Salt Lake Area are considered fully occupied," said Kip Paul, executive director of investment sales at Cushman & Wakefield. "This low vacancy is fueling a record-breaking level of construction of new apartment buildings. This begs the question of whether the market is over-building. The data shows that even with previously unmatched levels of development, the demand is such that there is no sign of oversupply in the foreseeable future and property investment, particularly in midsize

communities, is particularly attractive to buyers."

Paul said that midsize apartment communities (100-250 units), for the first time in recent history, are driving the most favorable market conditions in the county. Midsize apartment communities have the highest rents on a square-foot basis and the lowest vacancies, with an average rate per square foot of \$1.25 and a vacancy rate of 2.2 percent.

Salt Lake County has 35 apartment communities with 6,546 individual units under construction. Adding such levels of new, high-quality inventory will push vacancy rates higher, but with low vacancy rates and strong-forecast economic growth, the overall market conditions should remain favorable well into mid-year 2018, the Cushman & Wakefield report said.



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Northrop Grumman acquisition of Orbital ATK includes Utah operations

A large aerospace company with a major presence in Utah has been purchased by defense contracting giant Northrop Grumman. Orbital ATK will become part of the Northrop Grumman family at a price tag of \$9.2 bil-

lion. Orbital ATK develops and tests propulsion systems for rockets and manufactures composite components for aircraft for both the military and civilian companies.

Orbital ATK's operations

in Utah include facilities in Clearfield, Magna and, perhaps the most visible, its rocket testing operation in Promontory. Orbital ATK has about 3,000 employees in Utah with an annual payroll of almost \$250 million.

Northrop Grumman will acquire Orbital ATK for approximately \$7.8 billion in cash plus the assumption of \$1.4 billion in net debt. Orbital ATK shareholders will receive all-cash consideration of \$134.50 per share. The agreement has been approved unanimously by the boards of directors of both companies. The transaction is expected to close in the first half of 2018 and is subject to customary closing conditions, including regulatory and Orbital ATK shareholder approval.

"The acquisition of Orbital ATK is an exciting strategic step as we continue to invest for profitable growth" said Wes Bush, chairman, chief executive officer and president of Northrop Grumman. "Through our combination, customers will benefit from expanded capabilities, accelerated innovation and greater competition in critical global security domains. Our complementary portfolios and technology-focused cultures will yield significant value creation through revenue synergies associated with new opportunities, cost savings, operational synergies and enhanced growth. We look forward to welcoming Orbital ATK's talented employees to Northrop Grumman and believe our combined strength will benefit our customers and shareholders."

"We are very pleased to announce this agreement with Northrop Grumman. It reflects

the tremendous value Orbital ATK has generated for our customers, shareholders and employees," said David Thompson, president and chief executive officer of Orbital ATK. "The unique alignment in culture and mission offered by this transaction will allow us to maintain strong operational performance on existing programs while we pursue new opportunities that require the enhanced technical and financial resources of a larger organization. Our employees will also benefit from greater development and career opportunities as members of a larger, more diverse aerospace and defense enterprise. We will remain focused on operational excellence and execution during and after the transition into Northrop Grumman."

Upon completion of the acquisition, Northrop Grumman plans to establish Orbital ATK as a new, fourth business sector to ensure a strong focus on operating performance and a smooth transition into Northrop Grumman, the company said in a release concerning the acquisition.

O.C. Tanner buys Australian incentive program firm

Salt Lake City-based O.C. Tanner, a global leader in employee recognition and workplace culture, announced last week that it has signed an agreement to acquire Accumulate Loyalty Services Ltd., a leading Australian provider of employee recognition and incentive programs and products.

"This acquisition will enable O.C. Tanner to better support its large multinational clients who have employees and operations in Australia, and further expands O.C. Tanner's existing global presence in the United States, Canada, Europe, Singapore and India," the company said in announcing the deal.

O.C. Tanner was founded in 1927 and operates from offices throughout the world including Canada, the United Kingdom, India, Germany, Mexico and several countries in Asia. The company employs more than 1,600 people in its various operations.

"This is a natural coming-together of two industry leaders. Deciding to join forces with Accumulate was an easy decision," said Dave Petersen, CEO of O.C. Tanner. "Our shared vision for helping clients engage their people, along with our similar company cultures, makes this a very exciting opportunity."

Accumulate's offerings complement O.C. Tanner's position as the worldwide leader in employee recognition and culture. A history of continuous investment and leadership in cutting-edge technology development allows O.C. Tanner to offer the industry's best suite of products and services, the Tanner release said.

"Accumulate is the go-to recognition and incentive partner for ASX200 (Australia stock exchange) companies," said Alan Heyward, managing director at Accumulate. "We're thrilled to be joining the O.C. Tanner family. There's great strategic and cultural alignment, and we look forward to combining our respective strengths and knowledge to deliver leading solutions to our growing client base in Australia and internationally."

The pending acquisition also provides an opportunity to bring the O.C. Tanner Institute, with its research and publishing capabilities, into the Australian market. The institute provides insights

and foresight into global industry trends surrounding employee engagement and culture, as well as future product development initiatives.

Accumulate was a subsidiary of Qantas Frequent Flyer Ltd., which will continue its relation-

ship with the company as its employee recognition client. In addition, O.C. Tanner's product suite will now be available for both multi-national clients and Australian clients.

The acquisition is scheduled to close on Oct. 31.

Hawkins to merge with DWC

St. Paul, Minnesota-based DWC, a third-party 401(k) plan administrator that bills itself as "The 401(k) Experts," and Orem's Hawkins Retirement have announced that the two companies will merge. Hawkins Retirement provides essentially the same services as DWC. The combined company will operate under the DWC-The 401(k) Experts brand.

Hawkins executive Lori Reay will join DWC as a partner. As a partner at Hawkins, Reay has 16 years' experience in 401(k) plan administrations.

The merger expands DWC's existing client base to over 3,000 plans, the company said.

"After talking to Lori about the similarities in our companies'

philosophies and dedication to premium service, I knew that this merger would be a step forward for both companies," said Keith Clark, partner and co-founder of DWC. "The merger is a huge opportunity for Hawkins Retirement and DWC to come together as a unified company to better serve our network, ensuring continuity and the excellence Hawkins Retirement's existing clients are accustomed to."

"Hawkins Retirement is known for its service and results," said Reay. "Uniting with DWC will strengthen our business models and allow us to deliver even greater results. The best news is clients will see no disruption in services as our service model and infrastructure are similar."



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CBRE report: U.S. malls need to change their merchandise mix

According to a new report from commercial real estate company CBRE, the solution to the troubles faced by malls across the U.S. is simple: change their merchandise mix. The change, like most bold fixes, is far easier said than done, CBRE said.

The report says that the two categories occupying the most space in U.S. malls — department stores at 48.7 percent of gross leasable area, and apparel, accessories and shoes at 29.4 percent — also posted relatively tepid retail sales growth from 2011 to 2016.

In contrast, categories with stronger retail sales growth still account for relatively little occupancy of U.S. malls. That includes restaurants at only 4.6 percent of gross leasable area, sporting goods at 3.1 percent, home furnishings at 1.6 percent and health and personal care stores at 1.2 percent.

"The American mall itself isn't anywhere close to dead; It's the old mall model that is dying," said Melina Cordero, CBRE Americas head of retail research. "Converting malls' tenant bases to include more of the categories that in-person shoppers now favor won't be an easy or quick fix. But it is a necessary evolution for the mall industry to maintain its place as a cornerstone of American retail."

One challenge for mall owners is that most retailer leases in

malls span 10 or more years and those pacts are challenging to revise or terminate early without the retailer's consent. Another is that department store chains often hold veto power over any significant changes proposed for their space or, in some cases, the mall in general. However, in both cases, struggling retailers are becoming more amenable to efforts to reposition the malls that house them.

One metric of mall-industry performance provides a sense that this strategy can work. Super-regional malls, which tend to be the largest malls serving wide geographies, have diverse tenant rosters on average, with significant restaurant and entertainment options. Those super-regional malls have generated stronger growth in net operating income than their smaller, regional peers in recent years.

Russ Harris, a senior vice president in the Salt Lake City office of CBRE, said, "We have already seen the owners of several local malls invest capital into re-tenanting and redeveloping their properties to create experience-based shopping centers. This is currently underway at the Gateway in downtown Salt Lake City, Provo Towne Centre and the Shops at South Town in Sandy. Substantial investments are underway to transform these malls into more dynamic centers with broad mixes of shopping, dining and entertainment options."



The initial group of 400 resident students at the University of Utah's Lassonde Studios ranged from freshman to Ph.D. candidates. The unique environment was designed for student entrepreneurs to have a place to engage with like-minded creators and develop into business leaders.

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in the 2016 fiscal year. Scholarships totaled \$663,000, up from \$298,000. And college student participation in programs and activities jumped to 7,800 from 2,000 in 2016.

"Lassonde Studios was designed to be a one-of-a-kind community of student entrepreneurs and creators," said Taylor Randall, dean of the Eccles School. "I think the results from the first year show that we have exceeded our expectations for the building. Lassonde Studios has helped grow and ener-

gize our community in more ways than we expected."

The 16,000-square-foot Lassonde Studios is designed to be a place for students to "live, create and launch." The building includes a 20,000-square-foot innovation space for all students on the first floor, with four upper floors of residential space. The initial group of 400 residents included freshmen to Ph.D. students, representing 44 areas of study. Half of the group were freshmen. Sixty-three percent of the 400 were male and 37 percent were female.

"Like many others, I was scared to be an entrepreneur," said Jared Pieper, who pursued graduate degrees in engineering and business while managing a grant program offered by the Lassonde Institute. He now is working as a project engineer at Tesla.

"I just couldn't get past the thought of letting my excitement push me into a risky venture where I lose it all," Pieper said. "Lassonde has helped me overcome these reservations by teaching me how to de-risk new ventures without spending all my savings. Being able to pivot early and cheap by answering the right questions brings a confidence that enables us to succeed."

Arielle Hassett is another student who was involved with Lassonde Institute programs during the 2016-17 year. She participated in a business plan competition and worked on a medical startup.

"Lassonde has helped me develop as a leader and entrepreneur by creating a welcoming environment filled with opportunities to learn, grow and succeed," Hassett said.

Utah jobless rate stays flat at 3.5%

Utah's unemployment rate, one of the lowest in the nation, stayed level at 3.5 percent in August, according to the Department of Workforce Services. Approximately 54,600 Utahns were unemployed during the month and actively seeking work.

The national unemployment rate increased one-tenth of a percentage point from July to 4.4 percent.

Utah's nonfarm payroll employment for August grew by an estimated 2.8 percent, adding 39,900 jobs to the economy since August 2016. The number of Utahns currently holding jobs sits at 1,465,100.

"Utah's labor market continues to grow at a sustainable, moderate pace," said Carrie Mayne, chief economist at the Department of Workforce Services. "While the number of unemployed has in-

creased slightly over the last few months, employers continue to add jobs, thus presenting employment opportunities to the growing number of job seekers."

Eight of the 10 private sector industry groups measured in the establishment survey posted net job increases in August when compared to last year, while the natural resources and mining industry shed 700 positions and the information industry lost 1,900 positions.

The largest private sector employment increases were in professional and business services (10,300 jobs); trade, transportation and utilities (6,500 jobs); and education and health services (6,100 jobs). The fastest employment growth occurred in construction (6.2 percent), professional and business services (5.0 percent) and other services (3.5 percent).



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SilverVue acquires California firm

Sandy-based SilverVue, a cloud-based patient choice technology platform company, has acquired Ergo Sum Health of Redondo Beach, California. The acquisition includes Ergo Sum Health's clinical data registry, which is now available as Check by SilverVue. Check provides clinicians with an application that enables patient reporting with compliance to the Medicare Access and CHIP Reauthorization Act (MACRA).

Will West, CEO of SilverVue, said, "I am excited about our acquisition of Ergo Sum Health. This move allows us to help make healthcare better while improving the business of healthcare professionals. SilverVue's vision has al-

ways been to make a difference in healthcare by building exceptional technology. With Check, we allow clinicians to provide practical preventative care resulting in lower costs, healthier patients and more profitable clinical practices. Our tools also simplify certain aspects of MACRA compliance for clinicians so they can focus on what matters most: caring for their patients."

"We are eager to deliver Check to more clinicians," said Ed DeFrank, CEO of Ergo Sum Health. "Our platform is a powerful disease prevention and wellness solution. In the hands of clinicians, Check provides improved patient services while increasing clinician reimbursements."

Executech opens new headquarters

Executech, a South Jordan-based outsourced IT provider, has moved to its new corporate headquarters. According to a release from the company, the new offices, which more than double the company's previous available space, support the company's current needs and will facilitate an expected 70 percent growth in its staff over the next three years.

"We're extremely excited about our new corporate headquarters and what it means to both our employees and clients," said Eric Montague, Executech's president and CEO. "Our new office is a testament to the great service that our employees provide to the

business community and allows us to better serve them as well as support our future growth."

Executech provides IT support for more than 2,000 company networks across the state as well as in Washington; Arizona; California; Colorado; and London, England. The company was founded in 1999.

"As the technology landscape continues to change, it's imperative that our technicians are experts on the latest technologies. Our new training room gives our team the resources they need to be well-versed on every IT issue that might affect our clients," said Montague.

Obbard is new CEO at Marketware

Marketware, a provider of software-as-a-service (SaaS) healthcare relationship technology, has named Alex Obbard as the company's CEO.

Obbard brings more than 25 years of experience in all areas of revenue and profit generation for technology organizations, with significant experience driving SaaS-based sales growth. Most recently, Obbard was as senior vice president of sales at Solutionreach, a provider of patient relationship management software with over 100,000 healthcare professionals and approximately 25,000 practices.

"Not only does Alex have the relevant market experience and a track record of growth but he has a contagious confidence," said Nick Efstratis, managing director with EPIC Ventures, a stakeholder in Marketware. "I have always enjoyed working with Marketware

for their commitment to succeed and Alex's placement as CEO will only continue to fuel the company's momentum."

Obbard commented, "I'm excited and grateful for this opportunity. The Marketware team has accomplished so much, so quickly, establishing our solutions as the industry's best physician relationship management and analytics platform."

The appointment comes as Marketware has closed on a \$4.5 million growth round of capital led by EPIC Ventures with participation from Peak Ventures. EPIC maintains two seats on Marketware's board of directors, signaling their strong commitment to building a world-class team and company, the company said.

"Marketware is rapidly emerging as the industry leader and our investment ensures its ability to meet the overwhelming customer demand," said Jack Boren, director at EPIC Ventures. "The team and technology at Marketware are outstanding. We are excited to double down our investment in the company."



Alex Obbard

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CHAMBER

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policy,” he said. “Our engagement is critical to our continued success.”

Wilford Clyde, the new chairman of the chamber’s Board of Governors and chairman and chief executive officer at Clyde Companies, urged chamber members to get involved with educational institutions to help address workforce issues facing the state. Many companies in Utah have said they cannot find enough skilled workers for open positions.

“The time for complaining about our workforce is over,” Clyde said. “Now it’s time to think about how we’re going to help solve it. It’s time for business leaders to engage and get on advisory boards and help build our labor supply. There’s even an opportunity for your employees to get involved in these efforts by working with students, teachers and administrators and contributing to working-based learning opportunities, like the STEM Mentor Exchange program that was unveiled earlier this year.”

Businesses also need to help “bridge the rural/urban economic

divide,” as he described it, noting that many Wasatch Front companies cannot find enough workers while people in rural Utah are struggling for employment opportunities.

Participating in various working groups are examples of ways that the business community “can shape Utah’s economy for years to come,” Clyde said.

Beattie listed several challenges that need to be addressed, including workforce needs, modernization of the state tax structure, infrastructure improvements, water usage and air quality. For example, the chamber’s new “Water Champions” program, stressing the need for businesses to have smart water-use programs, mimics the “Clean Air Champions” program.

“These corporate responsibility programs prove that by working together, we truly can find the solutions to meet our business needs and the long-term health and care of the community,” Beattie said.

Strengthening the workforce will include efforts of the chamber’s Prosperity 2020 program, a business-led movement to advance innovation, investment and accountability in Utah’s education system. But Beattie also said the

chamber will continue to partner with other workforce programs, like the state’s Talent Ready Utah initiative and the governor’s push for 25,000 new jobs in rural Utah over the next four years. Beattie called for companies to get involved with career and technical education improvements, career pathways programs, and college and university advisory boards and councils.

“Partnership with education and businesses has proven to be a major success,” Beattie said. “To drive better workforce outcomes, the Utah business community must continue to engage. Education needs more industry partners at the table, because without your support for education and workforce, the problem that you’re going to have [is that] improvements will simply not be possible.”

Celebrating 130 years, the chamber includes more than 8,000 businesses statewide, which have a combined employee count of more than 500,000. The chamber has members in 17 states and 29 nations.

Beattie said the chamber’s presence has never been more powerful or impactful. “As you look at the accomplishments of the chamber and what we have

done and the policy issues that we addressed and looking toward the future and what really makes a difference in this state,” he said, “we are very, very proud of that.”

The annual meeting also featured presentations of chamber awards. Recipients are:

- Corporate Partner of the Year: Rio Tinto.
- Small Business of the Year: Kaddas Enterprises Inc.
- Community Partner of the

Year: Utah Clean Air Partnership (UCAIR).

• President’s Award for Excellence: Tom Guinney, owner, president and chief executive officer of Gastronomy.

• Chamber Champions: Andrew Croshaw, Leavitt Partners; Jim Crowder, Enterprise Holdings Inc.; Brian Garrett, Zions Bank; Brent Lange, Hale Centre Theatre; Natalie Peay, Webb; and Jody Williams, Holland & Hart LLP.

Aneth oil field sold in \$195M deal

Resolute Energy Corp. has sold its subsidiary that owns oil and gas operations in the Paradox Basin of southeastern Utah. The properties, known as the Aneth Field, was purchased by Elk Petroleum Ltd. of Australia for an immediate \$160 million in cash and potentially \$35 million more if oil prices exceed certain levels within the next three years. Resolute Energy is headquartered in Denver.

Resolute said in a release that it sold its Utah operations to raise cash to put it in a better position to focus its oil and gas operations solely in the Delaware Basin of western Texas and southern New Mexico.

“This sale is the final step in our previously announced strategy to transform Resolute into a pure-play Delaware Basin company,” said Resolute CEO Rick Betz. “Closing this transaction will significantly improve our cost structure, strengthen our balance sheet and position the company to accelerate the development of our prolific Delaware Basin property and continue our strong growth profile.”

Elk Petroleum will assume Resolute’s operational assets and workforce in the Aneth oil field, the company said. Elk focuses on the purchase and operation of mature oil fields in the U.S. and Australia.

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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. The submission deadline is one week before publication.

ASSOCIATIONS

Several changes to the **Economic Development Corporation of Utah's** Board of Advisors were announced at the organization's recent annual meeting in Salt Lake City. The new board chairman is **Jay Francis**, Larry H. Miller Group of Companies, who succeeds



Jay Francis

Dean Luikart, Wells Fargo. Several board members were reappointed. New board members are **Craig Wagstaff**, Dominion Energy; **Tom Morgan**, Zions Bank; **Lance Bullen**, Colmena; **Richard Brunst**, Orem City; **Bret Millburn**, Davis County Commission; **Shawne Milne**, Tooele County Commission; **Cameron Deihi**, Utah League of Cities and Towns; and **Lincoln Shurtz**, Utah Association of Counties. New ex-officio board members are **Noelle Cocket**, Utah State University; **Steve Morgan**, Westminster College; **Derek Miller**, World Trade Center Utah; **Lane Beattie**, Salt Lake Chamber; and **Rep. Brad Wilson**, Utah House of Representatives. Outgoing board members are **Jill Taylor**, KeyBank; **John Curtis**, Provo mayor; and **David Pershing**, University of Utah.

Silicon Slopes is encouraging companies and chief executive officers to take the "ParityPledge," an initiative of **Parity.org** designed to increase the representation of women at the highest levels of leadership in organizations across the country. The full list of founding companies will be officially announced during the Women's Leadership Summit, part of the Silicon Slopes Tech Summit, in January. Silicon Slopes executives collaborated with Parity.org founder Cathrin Stickney to develop the idea for the ParityPledge over the past few months. The ParityPledge asks CEOs and their organizations to commit to including at least one qualified female candidate in the interview process for any open position of vice president or higher, including board positions, with no requirement of hiring quotas or deadlines.

BANKING

TAB Bank, Ogden, has hired **Scott F. Barnes** as vice president and business development officer. Barnes will be based in Dallas and will be



Scott Barnes

responsible for sourcing new business opportunities by providing asset-based and factoring working capital facilities to commercial entities in the southwestern United States with annual revenues of \$2 million to \$150 million. Barnes' career spans more than two decades, with roles including finance, operations and business development. He previously was vice president of Comerica Bank's Technology and Life Sciences Division. He also has been an entrepreneur, founding a boutique investment bank and a management consulting firm while also owning and operating a food services business.

EDUCATION/TRAINING

Ardusat, a Salt Lake City-based education technology company, has changed its name to **Because Learning**. The company said the change reflects its expansion into new STEM (science, technology, engineering and mathematics) programs and the addition of a subscription model designed to lower the price point for teachers and bring its education technology to general consumers. Because Learning will act as the parent company encompassing the ArduSat Space Program, used by K-12 students. The company's online portal for learning experiences, called eHub, will now be known as the Because Learning Platform.

GOVERNMENT

Salt Lake City Mayor Jackie Biskupski has selected **Jon Larsen** to be **Salt Lake City's** transportation division director. Larsen will take the lead in implementing Salt Lake City's first-ever Transit Master Plan, which focuses on increasing connectivity, affordability



Jon Larsen

and enhanced transit routes to improve the city's transit network. Larsen has extensive experience with transportation

across the Wasatch Front, including serving as the director of modeling and data for the Wasatch Front Regional Council for the past six years. He previously worked as a transportation engineer and project manager for both WCEC Engineers and Fehr & Peers. Larsen is the chair of the Utah chapter of the Congress for the New Urbanism (CNU) and is an active member of the Utah chapter of the Institute of Transportation Engineers (ITE). He holds a master's degree in science from Brigham Young University.

INVESTMENT

Weave Communications Inc., a Lehi-based patient communication technology platform, has closed on \$17 million in Series B-1 funding, led by **Catalyst Investors** and involving existing investors **Crosslink Capital** and **Pelion Venture Partners**. The funding will help expand the company's go-to-market efforts and continue product and network development. Catalyst partner **Tyler Newton** has joined Weave's board of directors. Founded in 2014, Weave provides voice, SMS, email and marketing services to dental and optometry offices.

Kennedy Funding Financial, based in New Jersey, has announced that it has closed a more than \$1 million land loan to **Saint-Prex Estates**, a Utah-based residential property developer. The loan funds **Saint-Prex of Midway's** acquisition of an 11.54-acre tract of vacant land, the future site of 16 single-family homes at 800 W. Swiss Alpine Road, a subdivision of Saint-Prex Estates. Each home will sit on approximately a half-acre and will range in asking price from \$1.1 million to \$1.6 million. Saint-Prex Estates is being developed by R. Kent Buie, an experienced real estate developer who has managed real estate development within the Intermountain Region since 1977.

LAW

Holland & Hart has hired **David J. Crapo** as a partner in the firm's Salt Lake City office.



David Crapo

Crapo rejoins the firm's tax practice after serving a multi-year mission for his church. Prior to joining Holland & Hart,

he was a tax attorney at Crapo Smith PLLC.

NONPROFITS

The **Utah 1033 Foundation** has appointed **Dave Kaufman** as president and **Stephen D. Taylor** as a director on its Governing Board. The foundation is a nonprofit organization



Dave Kaufman



Stephen Taylor

established in 2011 to honor Utah's fallen officers by providing immediate financial support to their families and presenting college scholarships to the children of active Utah law enforcement officers. Kaufman came to Utah in 2007 after a

10-year career as a marketing executive with Intel Corp. and is also the former head of school at The Winter Sports School in Park City. Currently a private investor, Taylor is a former financial services executive with more than 25 years of experience in the industry. Since leaving his last executive financial services position in 1997, Taylor has been an outdoor adventure enthusiast. Taylor's education includes graduating from Brigham Young University.

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continue to help in the recovery after Hurricane Harvey and Hurricane Irma. **Huntsman Corp.** has announced that Huntsman entities — including the company, Huntsman Family Foundation and the Huntsman family — have contributed

over \$10 million to local relief efforts and Huntsman associates affected by Hurricane Harvey. Contributions are expected to continue throughout the coming months. The donations include \$3 million from the Huntsman Corp., Huntsman Family Foundation and Huntsman board director Wayne Reaud. The \$3 million contribution will be put into a 501(c)3 called the Huntsman Flood Fund. Gilbert I. "Buddy" Low, board member of the Beaumont Foundation of America, has also pledged an initial \$500,000 to the fund on behalf of the foundation. Approximately 100 Huntsman associates in the Houston and Golden Triangle areas saw their homes significantly impacted by the flooding caused by Hurricane Harvey. The company is continuing to support impacted associates by offering compensation to those whose primary residence have been damaged by flood waters and providing hotel rooms and vehicles to those that have been displaced or left without transportation. The Huntsman Port Neches Operations site has also donated generators and water trucks to local shelters in Jefferson County. **Ultradent Products Inc.**, South Jordan, has increased from \$250,000 to \$300,000 its donations to the **Saint Bernard Project** and the **All Hands Volunteer** organizations in response to the devastation caused by Hurricane Harvey and damage done by Hurricane Irma.

World Trade Center Utah and **UServeUtah** spent the Sept. 11 National Day of Service and Remembrance feeding the homeless community at the **St. Vincent de Paul Dining Hall** and cleaning the **Weigand Homeless Resource Center**. Both the dining hall and the resource center are run by Catholic Community Services (CCS). A group of 50 volunteers from 10 organizations joined WTC Utah and UServeUtah at the dining hall and resource center to serve the homeless population. Throughout the day, the group served 360 meals, prepared food for 1,200 sack lunches, installed 80 shelves, organized three donation rooms and scraped rust off of the Catholic Community Services fence so it can be painted later.

see BRIEFS next page

Industry Briefs

from previous page

• **Candlelight Homes** has donated \$54,000 to **Millie's Princess Foundation**. The amount represents the profits made from the sale of a new Candlelight home in Saratoga Springs. The nonprofit foundation uses donations to provide financial support and hope to families affected by childhood cancer.

REAL ESTATE

• **Promontory** has hired **Chris Messick** as director of sales for the 6,400-acre private community in Park City. Messick originally joined Promontory in 2013. He also has worked at The Canyons Park City Mountain Resort and The Club at Spanish Peaks in Big Sky, Montana.

Most recently, Messick was with Engel & Volkers in Park City.



Chris Messick

SCHOLARSHIPS

• **Western Governors University (WGU)**, a Salt Lake City-based online university, has announced 100 new scholarships — totaling \$200,000 — for any of its bachelor's and master's degree programs in the College of Information Technology. Each Women in Technology Scholarship is valued at up to \$2,000 (\$500 per six-month term for up to four terms). Applications are being accepted for

the scholarships through Dec. 31. Details are at www.wgu.edu/tuition_financial_aid/scholarships/women_in_technology. Recipients will be selected based on their academic records, financial needs, and readiness for online study at WGU, among other considerations.

SERVICES

• **DHL Global Forwarding** has expanded with a new location in Salt Lake City, about 3 miles from Salt Lake City International Airport. It offers local air freight, ocean freight, customs, storage and domestic services. The Salt Lake City station manager is **Josh Rennert**. The station has nine employees. DHL now has a presence in 15 U.S. cities, with plans to have 36 U.S. stations by year-end. DHL has about 350,000 employees in more than 220 countries and territories worldwide.

• **Extra Space Storage Inc.**, Salt Lake City, said Sept. 14 that 219 stores — totaling approximately 20 million net rentable square feet and approximately 173,000 units — had been

reopened in Florida, Georgia and South Carolina. At that time, eight properties totaling approximately 575,000 net rentable square feet and approximately 6,200 units remained temporarily closed due to impacts related to Hurricane Irma. Three of the

eight closed stores are owned by the company and the other five are managed on behalf of third-party owners. A real estate investment trust, Extra Space Storage owns and/or operates 1,470 self-storage properties in 38 states; Washington, D.C.; and Puerto Rico.



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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.

Sept. 26-27

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

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

14th Annual Women Empowered Conference, presented by the Ogden-Weber Chamber of Commerce. Theme is "Focus & Inspire." Opening keynote speaker is Michelle McCullough, "Startup Princess," discussing "The Make It Happen Blueprint: The Three Choices that Determine Your Future Success and Happiness." Closing keynote speaker Jodi Orgill Brown of Amplio Development will discuss "Discovering Purpose: The Winning Element of Authenticity." Other activities include breakout sessions on professional and personal development, and lunchtime fashion show. Location is Weber State University-Davis, 2750 University Park Blvd., Layton. Cost is \$55 for Women in Business members and military; \$65 for nonmembers, \$25 for luncheon-only attendees and students. Details are at ogdenweberchamber.com.

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

"The Digital Marketing Hack Series: Marketing Automation," a Small Business Development Center (SBDC) event. Location is Salt Lake Community College's Larry H. Miller Campus, Corporate Partnership Center, Room 333,

9690 S. 300 W., Sandy. Cost is \$30. Details are at <https://utahsbdc.org/trainings>.

Sept. 26, 9-10 a.m.

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

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

"The Historically Underutilized Business Program," a U.S. Small Business Administration event about HUBZones. Location is the Wallace F. Bennett Federal Building, 125 S. State St., Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

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

"Lunch and Learn Series: Participative Management." The Lunch and Learn Series is a collaboration between the Women's Business Center and the Professional Education Department at the University of Utah. Presenter is Scott Stephenson, an adjunct faculty member at the University of Utah. Location is Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$40. Details are at slchamber.com.

Sept. 26, 6-8 p.m.

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

Sept. 26, 7-8 p.m.

"How to Get a Multi-Million-Dollar Exit," 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. Free. Registration can be completed at Eventbrite.com.

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

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

Sept. 27, 11:30 a.m.-1 p.m.

Professionals Networking Group, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at chamberwest.org.

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, 6-8 p.m.

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

Sept. 27, 6-7 p.m.

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

Sept. 27, 6-7 p.m.

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

Sept. 27, 6-7 p.m.

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

Sept. 27, 7 p.m.

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

Sept. 28-30

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

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

Multi-Chamber Luncheon Series, presented by ChamberWest

and the Murray Area, Southwest Valley, South 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 westjordan-chamber.com.

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

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

Sept. 28, 5-7 p.m.

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

Sept. 28, 6-8 p.m.

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

Sept. 28, 6-9 p.m.

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

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

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

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

Startup Conversation, a Silicon Slopes event featuring

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

Oct. 1-4

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

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

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



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CALENDAR

from page 11

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, 8:45 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 to be announced. Free (pay if ordering from the menu). Details are at westjordanchamber.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, 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. 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.

"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. 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

see **CALENDAR** page 14



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CALENDAR

from page 13

government contracts. Event features keynote presentations, breakout sessions and a lunchtime panel discussion. 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 instruc-

tor, 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.

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. Cost is \$49. Details are at slchamber.com.

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 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, 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. Cost is \$49. Details are at slchamber.com.

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

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Business Tech

Struggling to afford upgrading your technology? Here are some solutions

Many businesses face a dilemma. They need technology to run their business, but they've let themselves get so far behind that the price tag for their needed upgrades isn't palatable. Alternatively, a business can be growing significantly and need a large technology investment to let it take the next leap forward. Both require significant investment.

Some recent advances in technology paired with some financing solutions that have been around may be the solution.

The world of IT is continually evolving. Ten years ago, most systems were server-based and there were a lot less acronyms in the world. Things like HaaS, IaaS, SaaS and DRaaS didn't exist. Some of these acronyms may come in handy for business owners. Here's a brief rundown and how you can apply them to your business:

HaaS stands for hardware as a service. Essentially, this is when a provider defers upfront payment for hardware and instead provides

hardware for a monthly fee. Cell phones are frequently done this way. They just tack \$20 a month onto your bill and you don't have to pay a big upfront cost. Many IT

service providers are leveraging this method to make it easier for businesses to purchase new technology. It offers the advantages of reduced capital expenditures, built-in hardware refresh after a given term, fully managed and supported hardware and it

even gives you extra tax deductions.

IaaS refers to infrastructure as a service. This is where a provider provides your entire infrastructure, including servers, switches and other networking gear. This allows many businesses to recognize cost savings through scalability and flexibility of the solution.

Specifically, businesses that operate seasonally or have large peaks and valleys can benefit from IaaS. They can easily scale the infrastructure up or down to fit the need and pay only for what they use. Businesses that do software

development and testing benefit from IaaS by having the capability to spin up a server to do testing and spin it down when the project is complete.

SaaS is software as a service. There are a million SaaS apps that have flooded the market in the past few years. More and more businesses are eliminating servers from their offices by switching to applications that live in a web browser. They offer several advantages, such as reducing the needed hardware and server infrastructure, guaranteed uptime, security and accessibility.

DRaaS is our very last acronym. It stands for disaster recovery as a service. This refers to engaging a company to completely manage your backup solution, including offsite backups and a disaster recovery plan. DR plans can frequently cost a lot and require significant capital expenditures. This is especially true if you want to achieve high availability or zero downtime. DRaaS is essentially paying a service provider to manage the entire solution from end to end. This eliminates initial capital expenditures as well as allows you

to continue to use resources where they're needed most.

By leveraging some combination of the above services, many businesses will be able to create a plan that allows them to get to more current tech and move their business forward while changing the cost structure to an easy-to-manage monthly bill. More and more applications have web-based versions and HaaS and IaaS services are becoming more and more common. Some combination of this meets the needs of most businesses.

There are some businesses, however, that don't have so many options available to them. They work in an industry that doesn't have SaaS applications built to suit their needs yet. They have difficult workloads that require specific hardware configurations that aren't accessible with IaaS. For those businesses, good old-fashioned leasing may be a great option.

Many business owners don't realize that there are several large companies that do leases on technology equipment at affordable prices. This allows you to build

the exact network infrastructure and software that you need. It can be as custom as you want. Then you wrap the entire thing into an equipment lease and make it an affordable monthly payment.

Many leases have the option of being a "buck-out" lease. That means at the end of the term, you can buy all your equipment for a buck and then determine if you want to keep running on it or replace it and liquidate the old gear. Alternatively, you can select a lower monthly payment and simply renew the lease every three years. This allows you to always have current hardware that is under warranty at a lower monthly price.

Technology financing options have evolved to give business owners a plethora of options. Take the time to select the solutions and financing options that are best for your business. You'll be able to reap many rewards from the higher performance of up-to-date systems and possibly enjoy some great tax benefits at the same time.

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



MIKE HERRINGTON

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Opinion

Hurricane Harvey relief comes with an extra-large side of pork

It was just a matter of time before our ideologically flexible president started making deals across the aisle. The result is a \$15 billion Harvey relief package that includes short-term debt ceiling and government funding increases, along with the promise of a messy end-of-year negotiation process.

President Donald Trump most likely equates making deals with getting things done. But all deals aren't created equal, and for anyone who believes in fiscal responsibility, this deal, which passed the House and the Senate in spite of many disgruntled members, was particularly lousy.

First, considering our \$20 trillion debt, the only acceptable deal would have been one that included a long-term extension of the debt ceiling in exchange for placing fiscal constraints on spending growth. Instead, the president's deal extends fiscal uncertainty and debt ceiling drama to December.

The timing is also awful. The need to raise the debt ceiling will coincide once again with the fiscal crunch of budget negotiation. That will inevitably reinforce the belief that Republicans can't govern and will lead to more debt and spending. Many Republicans who want to demand budget

caps in exchange for raising the debt ceiling will feel they can't press for them unless they're willing to risk a government shut-down. Others who want a smaller funding bill will go along with more spending to avoid a government default.

That is why Rep. Jim Jordan, R-Ohio, House Freedom Caucus member and former chairman, has already said the caucus will ask party leadership to extract the next debt ceiling debate from the broader budget negotiations. Caucus members will also demand a plan that provides unilateral authority for the debt ceiling to be raised only if Congress sticks to spending caps as a share of gross domestic product that will be reduced over time.

Second, Trump's deal removed any leverage conservative House members might have had to pass a Harvey relief bill that wasn't packed with non-Harvey-related pork. With the exception of \$450 billion going to the Small Business Administration, the original House bill had held the line nicely on preventing non-emergency items. Sadly, the same cannot be said about the Senate amendment that complied with the president's commitment to Dems. That amendment then served as the final legis-

lation's template. On the Harvey side, it included \$7.4 billion for the Department of Housing and Urban Development's Community Development Block Grant program — which had been on the president's budget chopping block because its "allocation formula poorly targets funds to the areas of greatest need" and because "many aspects of the program have become outdated."

But because Harvey relief was linked to the continuing resolution, voting for money for Texas also meant, among other things, agreeing to extend the authority for the Eisenhower Memorial Commission, a project begun in 1999 and described by columnist George Will as a "saga of arrogance and celebrity worship." He added, "Sixteen years later, and eight years after the project's 2007 scheduled completion, scores of millions have been squandered, and there is no memorial and no immediate prospect of building one." It also meant a vote to extend the problematic Head Start base grants and allows for an increase in former presidents' pensions.

It extended the National Flood Insurance Program until December, too. Simply put, lawmakers were asked to vote for relief funds along with an extension of a program that creates incentives that put people in harm's way. "The program is debt-

ridden and dysfunctional," The Heritage Foundation's Diane Katz recently wrote in a study that detailed the NFIP's problems, adding, "A large proportion of the flood-risk maps are obsolete, and thus the premiums charged under the National Flood Insurance Program do not reflect actual risk. Because property owners do not bear the full cost of flood risk, they are more likely to locate in flood-prone areas and less likely to undertake preventive measures. The devastation of natural disasters is worsened as a result."

It's delusional to believe that lawmakers who will have to find ways to pass a budget, increase the debt ceiling and focus on tax reform, among other policy priorities, will have the ability to make the constructive reforms that are so badly needed.

I'll conclude with a warning: As bad as this deal was, I fear there will be even more lousy deals coming. For instance, it's rumored that Trump could make a deal with Dems to get rid of the debt ceiling altogether in exchange for tax reform. Just imagine how that could go wrong.

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

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VERONIQUE de RUGY

An interview with Kim Jong Un - Well, in my imagination, at least

I am sometimes asked what world figure I would most want to interview. For me, the answer is obvious: Kim Jong Un. The general impression around the globe continues to be that the North Korean leader is crazy, provocative and unpredictable, but I think that he might well be strategic, smart and utterly rational. Since I am unlikely to get that interview, I have decided to imagine it instead.

Q: Marshal Kim, why do you keep building and testing nuclear weapons, even though they result in massive, crippling economic sanctions?

A: My nation faces a fundamental challenge — survival. The regime is more threatened than ever before. My forefathers had it easy. The Great Leader, my grandfather, ruled with the support of the world's other superpower at the time, the Soviet Union, as well as our gigantic neighbor, China. Dear Leader, my father, still had Beijing's help for the most part. But today, the Soviet Union is history and China has become more integrated with the Western system. And the sole superpower, the United States, has made it clear that it seeks regime change in my country. And yet, we have survived with our ideology and system intact. How? Because we have built a protection for ourselves in the form of nuclear weapons.

Q: But China still provides you with crucial supplies of food and fuel. Don't you see it as an ally?

A: China is ruthlessly pragmatic. It supports us for its own selfish interests. It

doesn't want millions of refugees — or a unified Korea on its border that is a larger version of what South Korea is now, with American troops and a treaty alliance. But I believe that China no longer considers us an ally. It has voted to sanction us in the U.N. Security Council. The current president, Xi Jinping, cultivates close relations with South Korea. He has never met with me, the leader of North Korea, something that the leader of China has always done. Meanwhile, he has had about 10 meetings with the last two presidents of South Korea. At the grand celebrations

in Beijing two years ago commemorating the 70th anniversary of the end of World War II, he placed the president of Russia and the president of South Korea at his side. In North Korea, we pay a lot of attention to ceremonies and what they signal.

Q: Is that why you seem to go out of your way to embarrass China and Xi specifically?

A: We will not be pushed around. We heard that senior officials in China and the United States were discussing whether to encourage a coup in North Korea to get a more pliable ruler. So, I've taken steps to ensure that this can't happen. The man in our government closest to the Chinese, who could have arranged such a coup attempt, was my uncle. The man who would have been my natural replacement was my half-brother. Both have been liquidated, as have more than 100 disloyal high-level officials.

Q: So, will you come to the negotiating

table? Will you agree to denuclearization in return for the lifting of sanctions?

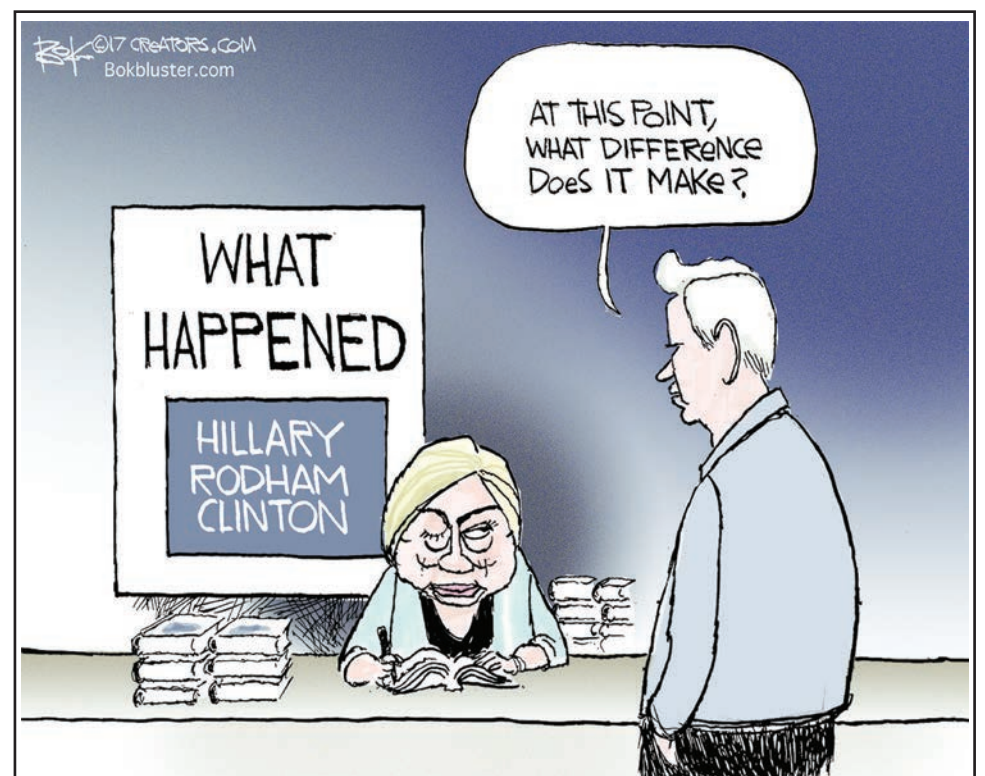
A: Yes and no. We will readily come to the table. But we will never give up our arsenal. We're not stupid. It's all that is keeping us alive. Look at Saddam Hussein — and we never forget that North Korea was named as part of the "axis of evil" a year before the U.S. invaded Iraq. Look what happened to Moammar Gadhafi in Libya after he agreed to give up his nuclear weapons program. Look at what's happen-

ing to Iran right now. After Washington signed a deal and the Iranians have been certified to be adhering to it, President Trump now says he's going to tear it up anyway. Do you think we would be stupid enough to believe American promises after all this? We are a nuclear power. That is not negotiable. We are willing to talk about limits, test bans, freezes — but we would

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FAREED ZAKARIA



Opinion

Taking responsibility: 'Wind River' and the 'poor, old me' mentality

"Wind River" is an excellent movie — one of the best I have ever seen. The location of the movie is on the Wind River Indian Reservation in southern Wyoming. The photography is outstanding, the acting is great and the script was crafted by a sage.

There is one scene in the movie that really got my attention. A young Native American is sitting in the snow, handcuffed, when a wise hunter named Cory Lambert, played by Jeremy Renner, reminds the youth: "You know, you had a choice. You could have left the reservation and joined the Army or gone to college."

The choice that Lambert gave the youth would have required personal responsibility. Instead, the youth was in police custody, facing prison time.

Now it's up to you and me to accept the responsibility of taking care of the youth.

The very serious problem that is now facing Utahns is: Who is going to take responsibility for the homeless and who is going to pay for their upkeep? I personally

will accept the responsibility for my share of those who are truly in need. I will not accept the responsibility for a bunch of free-loaders who just want an easy way to exist and buy drugs.



ROBERT PEMBROKE

The *Harvard Business Review*, in an Aug. 30, 2012, article, "Take Ownership of your Actions by Taking Responsibility," details three excellent examples of people who took personal responsibility:

"Honda CEO Takanobu Ito demonstrated taking personal responsibility in real time with his recent actions after the release of the new Honda Civic quickly fell short of expectations. Sales dropped 15 percent. Ito took decisive action, publicly assuming full responsibility for the model's reception. The origination of the failed concept — his or not — did not matter. All that mattered was claiming ownership of the issue and charting a path forward."

The Harvard piece continued: "Abraham Lincoln is credited with saying, 'Things may come to those who wait, but

only the things left by those who hustle.'" All of us can think of many times when the leaders we admire declined to wait for help and instead pioneered solutions.

Again, from the Harvard article: "The story of [Starbucks] founder, Shari Leidich is a great example of this concept. In 2004, Leidich was diagnosed with multiple sclerosis. Rather than sitting home pining, Shari assume the responsibility helping others live a healthy life. Leidich saw that there was not a good solution for someone looking for a healthy, appetizing, raw food snack, so she took responsibility for making one." By 2006, Leidich was making products for sale, and in 2010, Two Moms in the Raw had revenues of more than \$1 million.

For the past two years I have been mulling over starting a business that might be a winner. The mission of the business will be to get small-business employees to assume the personal responsibility for their health-care. The core principle of the business is for small-business employees to follow Harry Truman's wise advice: "The buck stops here."

In 2015, I read an article in *Forbes*

called "Taking Responsibility is the Highest Mark of Great Leaders" that provides the road map for my project. The solution is based on behavioral economics and psychology:

1. Think like a negotiator.
2. Use the right words.
3. Don't dwell on problems.
4. Active surveillance.
5. Empower the small-business employee.

So, let me conclude with a final pitch to go see "Wind River." At times, director Taylor Sheridan has his characters spell out a little too clearly what they are thinking and feeling. That's often the case in exchanges between characters Lambert and Martin. But the words are so beautiful and come from such a place of deep truth, it's hard not to be moved. They give "Wind River" a simultaneous sense of timeliness and immediacy.

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

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CPI

from page 1

CPI have been slightly offset by lower prices within the following sectors:

- Prices for recreational goods, which account for 5.5 percent of a typical Utahn's overall expenditures, have decreased 3.9 percent overall since August 2016, as prices for television pro-

viders and media streaming services have decreased significantly.

• Utilities prices, accounting for 4.4 percent of a typical Utahn's overall expenditures, have fallen 2.1 percent since this time last year, as electricity rates have slightly decreased since last August.

"Up until Hurricane Harvey's recent impact in East Texas, Utahns had been enjoy-

ing the extra income that comes from lower gas prices at the pump," said Randy Shumway, chairman and partner at Cicero Group, a Salt Lake City market research firm that does data collection and analysis for the CPI. "Until oil refineries along the Gulf Coast get back to full capacity, consumers in Utah and nationwide could face slightly elevated gasoline prices."

ZAKARIA

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need to be given something in return — and not just money. We need security, in the form of diplomatic recognition by Washington and guarantees of nonaggression from China, Japan and the U.S.

Q: Many Americans worry that you will soon have the capacity and the intention to launch missiles at the U.S.

A: We will have the capacity.

And it serves my purposes to keep you off-guard. But why would I strike America and invite a retaliatory counterstrike that would put an end to my regime? Keep in mind, the whole point of this — my entire strategy, all our efforts and the hardships we have borne — is to ensure that my regime and I survive. Why would I risk that? I believe in assassination, not suicide.

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

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CALENDAR

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RSVP. Details are available at ChamberWest at (801) 977-8755 or chamber@chamberwest.org.

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

WeROC Conference: "Women 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 (before Sept. 26), \$150 thereafter, \$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.

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. 1, 3-5 p.m.

"Farm to Foreign Table: Marketing Food Products to a Global Audience," presented by the Utah Department of Agriculture and Food, Women's Business Center and World Trade Center Utah. Speaker Eric Shulz, Utah State University marketing professor, will discuss the ins and outs of international marketing. A panel discussion moderated by World Trade Center Utah CEO Derek Miller will include international trade experts and Utah food companies who are currently exporting their products. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Nov. 2, 11:30 a.m.-1 p.m.

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

Nov. 3, 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>.

Nov. 3, 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.

Nov. 3, 8:45-11 a.m.

"Networking Without Limits," a Salt Lake Chamber event. Jim Woodard of CCI Mechanical Services will discuss "Building Better Business Relationships." Cost is \$15 for members, \$20 for nonmembers. Details are at slchamber.com.

Nov. 3, 10 a.m.-2 p.m.

Diversity Career Fair and Interview Skills Summit, a first-ever event presented by the ethnic chambers of commerce of

Utah. Employers will attend to discuss current openings and offer advice on how to apply. Interview skills workshop will include discussions about resume writing, interviewing and job search tips. Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Free. Registration can be completed at Eventbrite.com.

Nov. 7, 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.

Nov. 7, noon-1:30 p.m.

"Lunch and Learn Series: Employment Law," 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.

Nov. 8, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Paul Mitchell The School, 2285 Grant Ave., Ogden. Cost is \$10 for chamber members and guests. Details are at ogdenweberchamber.com.

Nov. 9-10

"Female Entrepreneurs Awaken: Volume 6," a Female Entrepreneur Empire event. Location is Radisson Hotel SLC Downtown, 215 W. South Temple, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Nov. 9, 11:30 a.m.-1 p.m.

2017 Medical Office Building Symposium, a Building Owners and Managers Association (BOMA) Utah event. Showcasing the medical industry and issues affecting that sector of commercial real estate. Speaker David Browdy, associate vice president of finance and chief financial officer for health sciences at the University of Utah, will discuss the University of Utah Transformation Project. Location is Marriott University Park, 480 Wakara Way, Salt Lake City. Registration deadline is Nov. 6. Details are at www.bomautah.org.

Nov. 10, 7:45-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is the chamber, 2380 Washington Blvd., Suite 190, Ogden. Free for WIB members. Details are at ogdenweberchamber.com.



TECHNICAL

Oracle America, Inc. has openings for **Technical Analyst - Support** positions in Lehi, UT. Job duties include: Deliver solutions to the Oracle customer base while serving as an advocate for customer needs. Offer strategic technical support to assure the highest level of customer satisfaction. Apply by e-mailing resume to andrew.xavier@oracle.com, referencing 385.20302. Oracle supports workforce diversity.

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Oracle America, Inc. has openings for **Technical Analyst** positions in Lehi, UT. Job duties include: Deliver solutions to the Oracle customer base while serving as an advocate for customer needs. Apply by e-mailing resume to jose.puerto@oracle.com, referencing 385.19655. Oracle supports workforce diversity.

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Being wattsmart® saves Houweling's Tomatoes
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