

### OF NOTE



#### Healthy means profitable

Coca-Cola Co.'s profit, in its first quarter under new chief executive James Quincey, beat analysts' estimates on higher demand for its healthier non-carbonated beverages as well as low and no-sugar versions of its sodas. Global volume sales of healthier drinks rose in the mid-single digits in the second quarter, the company said last week.

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## \$20 million in grants will launch new Eccles economics institute

The David Eccles School of Business at the University of Utah has announced the establishment of the Marriner S. Eccles Institute for Economics and Quantitative Analysis with the support of a \$10 million gift from the George S. and Dolores Doré Eccles Foundation and the Marriner S. Eccles Foundation. The Charles Koch Foundation matched the gift with a \$10 million donation for a combined gift of \$20 million.

"We are proud to partner with these foundations to create a world-class economics institute at the David Eccles School of Business," said University of Utah President David W. Pershing. "It will enhance

and complement the university's existing program in economics, expanding areas of faculty expertise and interdisciplinary opportunities and — most importantly — engaging our students in a balance of practical and theoretical learning opportunities.

"This partnership with the Eccles and the Charles Koch Foundation will not only enable the university and the David Eccles School of Business to advance knowledge in economics, but also to enhance the depth and breadth of opportunities for Utah's

see ECCLES pg. 16



Kevin Costner will star as a family rancher in the TV series "Yellowstone," which will spend about \$28.5 million in Utah while shooting its 10-episode first season. The production was one of several approved for state incentives in July by the Governor's Office of Economic Development (GOED) board. The productions are expected to spend over \$36 million and employ more than 500 people.

## New TV series to shoot in Utah include Costner's 'Yellowstone'

#### Brice Wallace

The Enterprise

For several years, state officials promoting film and TV production in Utah worked diligently to get a TV series — any TV series — to shoot in the state. Now there are several.

The latest is "Yellowstone," a drama series starring Kevin Costner, which will shoot for four months this fall. Its production company, Fire and Ice Productions Inc., was approved for a tax credit incentive of more than \$7.1 million by the Governor's Office of Economic Development (GOED)

board during its July meeting, tied to the 10-episode first season.

Variety has reported that "Yellowstone" will be the first scripted series for the Paramount Network, which will be the name of the network when Spike rebrands in January 2018 as part of restructuring at parent company Viacom.

The production is expected to spend about \$28.5 million in Utah, including during principal photography set for Aug. 8-Dec. 14, and involve 323 cast and crew members. Shooting will occur in Wasatch

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## Poll: Utahns stay confident about economic status

Despite a minor dip in July, the Zions Bank Utah Consumer Attitude Index (CAI) remained statistically flat, indicating a continued confidence among Utah consumers in their economic outlook. The CAI dropped 1.0 point from 115.2 in June to 114.2 in July. Consumer confidence in Utah has registered above 110 since July last year, indicating that Utahns remain quite optimistic about the current economic trajectory.

The overall CAI currently sits 3.8 points higher than its level 12 months ago. By comparison, the national Consumer Confidence Index increased 3.8 points to 121.1 in July and is 24.4 points higher than it was at this same time last year.

Utahns' confidence in the economy is consistent with independent reports of economic prosperity. Utah was recently ranked the third-best economy within the country, according to WalletHub, which was largely due to Utah's high GDP growth, large amount of startup activity and significant wage increases in nonfarm payrolls. In a similar report, WalletHub also ranked Utah's job market as ninth in the nation.

"Utah's economy is repeatedly highlighted in national studies as being dynamic, active, and supportive of growth," said Scott Anderson, president and CEO of Zions Bank. "This continues to drive positive economic success, which in turn generates strong consumer confidence. As Utah's economic outlook continues to remain positive, I expect consumers to feel confident that their investments in the local economy will continue to pay dividends well into the future."

Generally, Utah consumer perceptions have remained steady, both for the current period and over the next six months:

- About the same percentage of people as last month (60 percent) think general business conditions are good in their area.
- More people believe that jobs will be available in their area in the next six months — 32 percent in July, up from 29 percent in June.
- More people believe that their household incomes will increase in the next six months — 38 percent in July, up from 33 percent in June.
- Fewer people believe that business conditions will be better in their area six months from now — 29 percent in July, down from 33 percent in June.

see CAI pg. 16





# Report: EDUtah efforts result in 9,336 new jobs created, kept at 34 firms

**Brice Wallace**  
The Enterprise

An organization contracted with the state to recruit companies to Utah and grow existing ones reports having 34 project wins during the 2016-17 fiscal year, resulting in 9,336 jobs created or retained.

The Economic Development Corporation of Utah (EDCUtah), a private nonprofit organization, listed those figures when presenting its 24-page 2017-18 strategic recruiting plan to the Governor's Office of Economic Development (GOED) board at the board's July meeting.

EDCUtah's work in 2016-17

included 38 site visits on behalf of companies considering Utah for operations, total project capital investments by companies of \$915.2 million, and 6.1 million in square footage absorbed.

Those figures compare with the 2015-16 numbers in which the organization listed 13,411 jobs created and 1,538 retained with 20 project wins and just short of \$1 billion in related capital investments. However, that year's figures include a pair of large projects: SolarCity creating up to 4,000 jobs and \$94 million in capital spending over 10 years, and Vivint Solar Inc. for 3,000 jobs and \$91 million in capital spending over 10 years.

"It was a good year from a

program standpoint," Michael Flynn, chief operating officer, told the GOED board about the most recent fiscal year. "In terms of jobs and investment, the program we ran, it was exceptional. It was a challenging year from the standpoint of governance and some things that we went through related to different operational aspects of our business."

EDCUtah was the subject of a state audit last year, with results revealed in October. Auditors said that while the organization has provided a valuable service to the state, "unfortunately, the organization's successes in its operations are coupled with problematic practices in its financial management and governance."

A leadership change occurred at about the same time. Jeff Edwards retired Nov. 1 from EDCUtah after serving as president and chief executive officer for a decade. He was succeeded by Theresa Foxley, who previously had been deputy director of corporate recruitment

and business services at GOED.

"It was a tale of two years," Flynn said. "On the program side, it was great; on some other aspects, it was challenging. I think we're a much better organization now than we were a year ago, and a lot of that wouldn't have happened if we'd not gone through some of the challenges."

\$11.6 billion in capital investment and 33.9 million square feet of absorption.

About half of EDCUtah project wins advance to being awarded incentives from the GOED board, Flynn said.

"Some projects don't qualify. They're going to be too small or the wage [level] isn't sufficient. Some companies don't want to. For some companies, depending on their structure, the incentive might not be significant enough for them to go through the disclosure and certain aspects of it," Flynn said.

"We've had examples of both this year: a large project that would have qualified that said, 'You know what? We don't want to go through the process,' and small companies that we brought to GOED and they said, 'Listen, this just doesn't hit the mark,' and the companies still decided they wanted to come here. So, there's not a singular answer to that. It's really all over the map."



EDCUtah's figures also show that since the 2006-07 fiscal year, the organization has worked to create or retain 101,405 jobs, coordinated 1,045 site visits, and earned projects with a total of

## North Carolina firm buys West Jordan's HemaSource

Ridgemont Equity Partners, a middle market private equity investor headquartered in Charlotte, North Carolina, has acquired HemaSource Intermediate Holdings LLC, distributor of medical products to the plasma collection industry based in West Jordan. Financial terms of the transaction were not disclosed.

HemaSource distributes consumable products across 1,300 SKUs from two strategically located distribution centers. The company utilizes a proprietary cloud-based inventory management and business intelligence software solution to help its customers gain supply chain efficiencies and decrease their plasma collection costs.

"HemaSource is an ideal investment for Ridgemont as we are active investors in both value-added distribution and pharma services," said Scott Poole, partner at Ridgemont. "The company is well-positioned given the strong demand drivers for plasma-derived therapeutics, which fuels the need for consumables during the plasma donation process. We're excited to partner with the HemaSource management team and continue to grow the company together."

"We believe that Ridgemont is the best partner for the HemaSource team as we enter the next chapter of our business," said Tom Jordan, CEO of HemaSource. "Ridgemont distinguished themselves with their knowledge of our business and the plasma end-markets. There are many exciting initiatives to pursue ahead of us and we look forward to working with Ridgemont to accomplish our goals."

## Unemployment creeps up to 3.4 percent

Utah's unemployment rate inched up a little in June despite the economy adding 49,200 jobs in the past year. June's seasonally adjusted unemployment rate rose two-tenths of a percentage point to 3.4 percent. Approximately 53,400 Utahns were unemployed during the month and actively seeking work.

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

Utah's nonfarm payroll employment for June grew by an estimated 3.4 percent over the past

year, adding 49,200 jobs. Utah's current employment level sits at 1,477,700.

"Utah's economy remains on solid footing, with nearly 50,000 new jobs added," said Carrie Mayne, chief economist at the Department of Workforce Services. "While the unemployment rate showed a slight uptick, the expansionary trend in jobs means today's job seeker will likely become tomorrow's job holder."

Eight of the 10 private sector industry groups measured in the establishment survey posted

net job increases in June as compared to last year, while the natural resources and mining industry continues its recent job losses, shedding 500 positions. The information industry lost 400 positions. The largest private sector employment increases were in professional and business services (10,700 jobs); trade, transportation and utilities (10,000 jobs); and construction (7,400 jobs).

The fastest employment growth occurred in construction (7.9 percent); professional and business services (5.3 percent); and other services (4.0 percent).



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# Utah Legislature awards international services contract to WTC Utah

The Utah Legislature has awarded a contract to World Trade Center Utah (WTC Utah) to help it accomplish its international relations duties and responsibilities.

To accomplish the new tasks outlined in the contract, World Trade Center Utah is hiring a government relations manager. This individual will act as a dedicated liaison between the Utah Legislature and WTC Utah. The government relations manager will facilitate legislators' work with state and international partners, both in Utah and around the world.

"We are honored to be selected to represent the Utah Legislature on international business-related matters," said Derek B. Miller, president and CEO of WTC Utah. "The awarding of this contract, as well as the one we recently received from the Governor's Office of Economic Development, will lead to increased efficiency and effectiveness as international trade promotion efforts will be housed under one roof."

The contract was awarded

through an open request for proposals. Each proposal submitted was evaluated by a committee on several factors, such as experience in international relations, coordination ability and capacity of the organization. WTC Utah's proposal was given the highest number of points and thus awarded the contract.

"The leadership of WTC Utah will be instrumental in continuing to develop and strengthen inter-

national trade relations for Utah," said Speaker of the Utah House of Representatives Greg Hughes. "I look forward to working with their team to maximize our global presence, attract new business, increase educational partnerships, promote tourism and expand trade in this great state."

"Utah is not only the Crossroads of the West, we are increasingly the right place for international trade, tourism and

partnerships in education. We are eager to join forces with the governor's office and business owners to promote our incredible state. Legislators can often open doors with colleagues in other nations that are difficult for individual businesses, or even executive branch employees," said Utah Senate President Wayne Niederhauser.

"However, we are a part-time, citizen legislature and our

current staff is already fully engaged," Niederhauser said. "We need someone to work through the logistics and diplomacy of hosting international visitors, staffing missions abroad and shepherding all the follow-up work necessary to build strong international partnerships. Through a robust RFP process, we found that Derek Miller and the staff at the WTC Utah are an ideal fit to make this happen."

## RETIRED? And BORED?

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

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

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

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

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



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## IdentoGo makes airport security check-in easier with SLC locations

Business travelers looking to speed up the airport security process now have an option.

TSA PreCheck, being offered by IdentoGO, can provide a designation printed on boarding passes that allows a person to quickly get through airport screening without removing shoes, laptops, liquids, belts and light jackets. Three

locations in Salt Lake City offer PreCheck, which costs \$85 for an enrollment that is good for five years.

The program is being offered at Salt Lake City International Airport, Terminal 2, weekdays from 7:30-11:30 a.m. and noon-4 p.m.; 888 S. 200 E., Suite A, Salt Lake City, on Tuesdays through

Thursdays, 9 a.m.-1 p.m., and Fridays, 9 a.m.-noon; and 925 E. Executive Park Drive, Suite C, Salt Lake City, weekdays from 8:30 a.m.-noon and 1-4 p.m.

Travelers can make an appointment and begin the application process by going to [www.IdentoGO.com/PreCheck](http://www.IdentoGO.com/PreCheck) and selecting a location. During the en-

rollment appointment, trained agents verify approved identity documents — a birth certificate or passport and another government-issued ID — and obtain biographic information before live-scanning applicants' fingerprints and securely transmitting the application package to TSA for review. TSA completes the application vetting

process and issues a Known Traveler Number (KTN) via mail once the application is approved.

The company recently announced that more than 5 million people have enrolled in the program, which is available at 390 locations, including more than 180 airports, with 37 participating airlines nationwide.



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## R&R and Westpower merge

North Salt Lake-based R&R Machine Inc. has merged with Westpower Pumps & Systems USA Inc. of Greenwood Village, Colorado, a subsidiary of Westpower Equipment Ltd. of Calgary, Alberta, Canada. The announcement came in a joint statement from David Goddard, president of Westpower Equipment and the principals of R&R Machine, Derek Vockeland and Pat Raymond. The combined company will offer rotating equipment repair and field services coupled with pump, mixer and integrated fabricated systems throughout the northwest United States and western Canada.

R&R is a mountain state service organization that specializes in the repair and reconditioning of all makes of industrial pumps, compressors, single-stage steam turbines, gearboxes and associated machinery. Strategically located in the Rocky Mountain refining region, R&R's reach in the energy and power generation markets extends through Colorado, Arizona, Idaho, Wyoming and Utah. Established in 2006, R&R employs

28 people in a 13,000 square foot facility, from which it also provides mechanical repair field services.

With 25 years of experience, Westpower is a supplier of engineered pumps and pump parts, lubricants and integrated fabricated systems. In addition, Westpower provides repair and field services in western Canada. Westpower operates four facilities in Alberta with repair, manufacturing and fabrication capabilities.

The amalgamation is anticipated to close on or around July 31. Financial terms were not released. The principal shareholders of both companies will remain leaders within the combined organization. The two entities will continue to operate under their existing corporate identities as part of the Westpower group of companies.

"This represents an exciting new opportunity for all of us. Together we will be able to drive growth by leveraging each other's capabilities in our respective geographic regions," said Goddard.



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# CBRE MarketView report continues to show strong commercial realty market

The Salt Lake City office of commercial real estate firm CBRE has released its second quarter 2017 MarketView report, highlighting conditions of the local office, retail and industrial markets.

An increase in office property supply shows it is still a primarily demand-driven key in Salt Lake and reflects a market at equilibrium during the second quarter, the report says. New office completions are currently on track to surpass last year's record-high levels, but with pre-lease percentages holding at 65 percent, fear of an over-built market can be pacified for the time being. Three buildings were completed during the second quarter and 980,000 square feet of office space remains under construction, all of which is located in suburban markets.

Though new construction led to a rise in vacancy levels, increased availability is being welcomed by tenants who have previously had limited options in the area. More construction is on the horizon, but most projects are not expected to break ground without a commitment from a major tenant. One such project that was announced this past quarter was the redevelopment of the former Shopko in Sugar House, which is planned to be a three-building project consisting of two office buildings and one multifamily building.

Barb Johnson, first vice president at CBRE said, "The University of Utah finalized a 170,000-square-foot medical office lease at the Sugar House development that will house a consolidated specialty clinic. The university's specific requirements and commitment really made this project possible, following the pattern we've seen with many other developments. The majority of recent supply increases have been demand-driven."

## Retail

As was the case during the first quarter, another wave of big-box, nationwide-chain closures occurred in the local market during the second quarter, driving up vacancy rates and opening the door for more transformation within Salt Lake City. In the past six months, three Kmart's — each over 100,000 square feet — have closed, as well as two Macy's and the Sugar House Shopko, among others. Though anticipated, these closures have had a profound effect on Salt Lake's retail landscape. Since mid-year 2016, vacancy has climbed 2.1 percentage points to end the second quarter at 6.8 percent.

These changes within the industry have brought about a great deal of transformation as landlords look for ways to be strategic and creative in the current environment. Many are seeking to reinvent retail centers with a more diversified and relevant tenant mix. During the past six months, vacancies have been filled by luxury theaters, mid-box discount and home-improvement retailers, and re-purposed into office or self-storage space. There are also existing plans for other vacant retail spaces to be converted to office and other concepts, along with new, ground-up developments.

"There has been a slow-down in retail construction, but with two major shopping centers set to break ground before year-end, this is set to change," said JR Moore, first vice president at CBRE. "While some projects have taken pause, developers are willing to move forward given the right location and concept. With solid demographic growth, the future of Salt Lake's retail market remains bright."

## Industrial

Industrial demand during the second quarter remained broad-based and strong, resulting in 2.6 million square feet of new leases — the third consecutive quarter to surpass 1 million square feet. The last time this occurred was during 2012-2013. Large logistics and distribution-related users, as well as supply chain and national e-commerce tenants, fueled this elevated activity. In total, 11 new leases over 75,000-square-feet were recorded by mid-year 2017, nearly doubling the total of large leases signed at this point during each of the past two years.

"Heavy construction continues to be a major headline for Salt Lake's industrial market. Currently there is 3.9 million square feet under construction, with a significant amount of additional construction expected before year-end," said Tom Dischmann, senior vice president. "This is especially significant considering that industrial vacancy continues to decrease."

Such high leasing and construction levels have led to a four-year run of positive net absorption, bringing the year-to-date total to 1.2 million square feet. As has traditionally been the case, the majority of the absorption took place in the Northwest Quadrant — covering the airport, West Valley and California Avenue submarkets — which totaled 93 percent for the second quarter.

## CORPORATE FINANCIAL REPORTS

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

### Zions

Zions Bancorporation, based in Salt Lake City, reported net earnings applicable to common shareholders of \$154 million, or 73 cents per share, for the second quarter. That compares with \$91 million, or 44 cents per share, for the same quarter a year earlier.

Net interest income increased to \$528 million, up from \$489 million in the prior quarter. Net loans and losses totaled \$43.7 billion, up \$941 million during the quarter and up from \$42.5 billion a year earlier. Deposits totaled \$52.4 billion at the end of the second quarter, down \$1.1 billion during the quarter but up \$2.1 billion from the prior-year quarter. Average noninterest bearing

deposits totaled \$23.8 billion at the end of the second quarter, compared with \$23.5 billion at the end of the first quarter.

Zions operates in 11 western states.

"We are encouraged with the solid results of the second quarter," Harris H. Simmons, chairman and chief executive officer, said in announcing the results. "Loan growth exceeded expectations and was diversified across commercial and consumer categories and also by geography. We experienced continued strong revenue growth, and expenses — both interest expense from deposits and operating expense — were well-controlled, resulting in a solid increase in pre-provision net revenue."

"Credit costs improved substantially over prior periods, and we expect such costs to

remain low for the foreseeable future. We are particularly enthusiastic about our ability to return substantial capital to shareholders over the next several quarters, which should contribute to further improvement in return on equity."

### HealthEquity

HealthEquity Inc., based in Draper, reported net income of \$14 million, or 23 cents per share, for the fiscal first quarter ended April 30. That compares with \$8.1 million, or 14 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$55.4 million, up from \$44 million in the year-earlier period.

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# Industry Briefs

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

## ASSOCIATIONS

• **Justin Farnsworth** has been selected to represent BOMA Utah on **BOMA International's** Pacific Northwest Region Board of Directors. He will be one of eight board members responsible for overseeing the region's operations. Farnsworth is BOMA Utah's president-elect and vice president of asset services for Newmark Grubb ACRES.



Justin Farnsworth

## BANKING

• **Zions Bank**, Salt Lake City, has promoted **Mike Griffiths** to president of its South Davis/Capital Retail Region. His responsibilities include overseeing branch operations and business development at 13 financial centers in Davis and Salt Lake counties. Griffiths most recently was a senior vice president in retail lending at Zions. He previously served as a commercial relationship manager and an executive banking relationship manager. His education includes a master's degree in business administration from University of Phoenix and a bachelor's degree in finance from the University of Utah.



Mike Griffiths

## CONSTRUCTION

• **WSP USA**, Murray, has appointed **Kevin Cox** as a vice president. The company formerly was known as WSP | Parsons Brinckerhoff. Cox will provide leadership, management and technical support for transit and rail projects throughout the country. Cox has 25 years of industry experience, including leading program management for the Utah Transit Authority's FrontLines 2015 program, and he was project director for the airport light rail extension in Salt Lake City as well as the FrontRunner commuter rail corridor. He previously served in various senior positions with WSP. He returns to the company from an international



Kevin Cox

engineering organization, where he served as deputy director of construction for the Hawaii Area Rapid Transit program in Honolulu. He received a B.S. in civil and environmental engineering from Brigham Young University.

## DIVIDENDS

• The board of directors of **Zions Bancorporation**, Salt Lake City, has declared a regularly quarterly dividend of 12 cents per common share. The dividend is payable Aug. 24 to shareholders of record Aug. 17. The board also declared regular quarterly cash dividends on the company's various perpetual preferred shares. The cash dividend on the series A, G, H and J shares are payable Sept. 15 to shareholders of record Sept. 1. The dividend on the Series I is payable Dec. 15 to shareholders of record Dec. 1.

## EDUCATION/TRAINING

• The **Goldman Sachs 10,000 Small Businesses** program is accepting applications through Sept. 13 for its Cohort 15. The program, offered in partnership with Salt Lake Community College and held at its Miller Business Resource Center, will have activities Jan. 4-April 6. It is open to owners or co-owners of businesses with at least four full-time employees, \$150,000 in revenue and two years of operations. The program offers participants practical skills in topics such as negotiation, marketing and employee management. Details are available by emailing [10ksb@slcc.edu](mailto:10ksb@slcc.edu).

• **Western Governors University**, Salt Lake City, has named two new members of its Board of Trustees: **Jessie Woolley-Wilson**, chief executive officer and president of Dreambox Learning, and **Joseph B. Fuller**, professor of management practice and co-director of the "Managing the Future of Work Project" at Harvard Business School. Woolley-Wilson has held executive leadership positions in several education technology companies, including Kaplan, LeapFrog SchoolHouse and Blackboard. Fuller teaches the "General Management Processes and Action" course in Harvard Business School's MBA program. He previously was founder and CEO of consulting firm Monitor Group.

## GOVERNMENT

• The **Utah Department of Workforce Services** (DWS) has selected **Sarah Brenna** as division director of the **Utah State Office of Rehabilitation**. She will be responsible for the oversight and administration of programs serv-



Sarah Brenna

ing individuals with disabilities. Brenna previously held various positions for Salt Lake County as the human services associate department director and aging services director. She also has served as the county's administrative services department director and worked for DWS for 11 years as a program manager and legislative director. Brenna earned a bachelor's degree in psychology and a master's degree in public administration from the University of Utah.

• **Salt Lake County** has hired **Zach Posner** as chief information officer. He will oversee the county's Information Services (IS) division and will serve as a member of the mayor's cabinet. Posner



Zach Posner

previously was the vice president for e-commerce and information technology for Black Diamond Inc. and was the director of IT operations at National Public Radio (NPR) in Washington, D.C.

• **Alex Gragun** has been selected to represent Salt Lake City on the **Utah Transit Authority** (UTA) Board of Trustees. Gragun is the public affairs coordinator for Association for Utah Community Health (AUCH). He served as a



Alex Gragun

board member of the Utah Transit Riders Union from 2014-2016, as well as the Community Transit Advisory Committee from 2015-2017. He is also involved with the Emerging Leaders Initiative.

## RECOGNITIONS

• The **Salt Lake Chamber** has announced award winners that will be honored at its Annual Meeting and Awards Ceremony, set for Sept. 7, noon-1:30 p.m., at the Salt Lake Marriott Downtown at City Creek. **Corporate Partner of the Year** is **Rio Tinto Kennecott**. **Small Business of the Year** is **Kaddas International Enterprises**. **Community Partner of the Year** is **UCAIR**. Earning the **President's Award for Excellence** is **Tom Guinney**, Gastronomy. **Chamber Champions** are **Jim Crowder**, Enterprise Holdings Inc.; **Natalie Peay**, Webb; **Jody Williams**, Holland & Hart LLP; **Andrew Croshaw**, Leavitt Partners; **Brent Lange**, Hale Center Theater; and **Brian Garrett**, Zions Bank. The **2016-2017 Board Chair** is **Keith McMullin**, Deseret Management Corp.

• The **Sandy Area Chamber of Commerce** has named its **2017 Titan Award** honorees: **Kem C. Gardner**, chairman of the Gard-



Kem Gardner



Jeanette Herbert



Ronald W. Jibson

ner Co.; **Jeanette Herbert**, Utah's first lady; and **Ronald W. Jibson**, former chairman, president and chief executive officer of Questar Corp. (now Dominion Energy). The Titan Awards ceremony will be Oct. 19 at the Little America Hotel in Salt Lake City.

• **Ivanti**, South Jordan, has been named among the "**Top 10 Support Websites**" by the **Association of Support Professionals** (ASP), which recognizes companies that provide a great online self-service experience to customers. This is the third consecutive time the company has been included on the list, having previously won under the LANDesk brand. Ivanti was honored in the medium-sized company division, which includes companies with revenues between \$100 million to \$1 billion. Winners were selected by a panel of 90 judges with aptitude and competence in web support design and implementation and who used a scoring system based on 25 performance criteria.

• **Weber State University** is one of 18 similarly sized institutions nationwide to make the

"**2017 Great Colleges to Work For**" Honor Roll, based on a survey commission by *The Chronicle of Higher Education*. The results, part of the publication's 10th annual report on The Academic Workplace, are based on an employee survey conducted at 232 colleges and universities nationwide. Seventy-nine institutions achieved "Great College to Work For" recognition for specific best practices and policies. The 42 universities of any size, including Weber State, that received the additional Honor Roll distinction had high employee marks in multiple categories.

• The **Governmental Research Association** (GRA) recently presented the **Utah Foundation** staff with the **Most Distinguished Research Award** for its 2016 Utah Priorities Project. The presentation was made during the association's annual meeting in Salt Lake City. The Utah Priorities Project looked at the key concerns of candidates, party convention delegates and voters during the 2016 election cycle. Utah Foundation's new president, **Peter Reichard**, was among those also recognized with the **Most Distinguished Research** award presented to the **Bureau of Governmental Research** in New Orleans, where he served as research director for 15 years. Outgoing Utah Foundation President **Steve Kroes** also won GRA's **Frederick P. Gruenberg Award** for his contribution to governmental research over three decades, most recently through his leadership of Utah



Petr Reichard



Steve Kroes

see BRIEFS next page

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# Industry Briefs

## from previous page

Foundation as well as his work with the California Taxpayers Association and Synergy Consulting. Kroes is leaving Utah Foundation to begin an independent consulting practice in Sacramento, California.

## RETAIL

• **Sportsman's Warehouse**, Midvale, has announced it will open retail stores in Sheridan, Wyoming; and Walla Walla, Washington. The Sheridan store is the company's fifth in Wyoming. The Walla Walla store is its 12th in Washington. Both will be smaller-format stores and are expected to open in the first half of 2018. After the openings, the company will operate 89 stores in 22 states.

## SERVICES

• **Simplus**, Salt Lake City, has appointed **Amy Cook** as vice president of marketing. She has 20 years of experience in marketing, writing, public relations



Amy Cook

and education. Cook previously was chief executive officer of Osmond Marketing; taught business, writing and communication courses at Arizona State University, the University of Utah and Brigham Young University for 15 years; and worked as an academic editor at BYU.

• **ATS**, Salt Lake City, has hired **Kirk Langston** as executive vice president of sales and



Stephen Allred



Kirk Langston

appointed **Stephen Allred** as executive vice president of marketing. Langston has more than 17 years of experience in enterprise sales, marketing and business development. Langston has a B.S. degree from the David Eccles School of Business at the University of Utah. Allred began his career in director sales and was promoted to a director of sales at a billion-dollar company. He started and owned a marketing consulting company and most recently was director of market-

ing at ATS. He graduated from Utah Valley University.

## TECHNOLOGY/LIFE SCIENCES

• **Domo**, American Fork, has hired **Shane Atchison** as chief marketing officer and **Jason Burby** as chief customer success



Shane Atchison



Jason Burby

officer. Atchison comes to the company after serving as global chief executive officer of Possible, WPP's digital agency. He has more than 25 years of advertising and digital marketing experience. Burby comes to Domo after serving as president of the Americas region for Possible. The two men have co-authored two books on digital strategy.

• **Pluralsight**, Farmington, has hired **Lindsey Kneuen** as head of social impact. In the newly created position, Kneuen will lead the company's philanthropic initiatives. Most recently, she was chief impact officer at Cotopaxi. She also has served in



Lindsey Kneuen

senior management at Silicon Valley Community Foundation and held philanthropic positions with nonprofit and private organizations, including Nuru International and Salesforce Foundation.

• **Simplus**, Salt Lake City-based provider of quote-to-cash implementations, has opened an office in Manila, Philippines. The new office will allow customers to have access to Simplus service experts 24 hours a day, seven days a week. **Brad Warnock**, director of operations and enablement at Simplus since 2014, will lead the Manila office.



Brad Warnock

• **Vivint Smart Home**, Provo, has hired **Nate Randle** as chief marketing officer. He will lead the company's global marketing and communications. Randle has more than 17 years of experience in marketing, including previously serving as senior vice president of marketing for the Utah Jazz. He



Nate Randle

also spent five years at Nike as brand director for football and baseball and drove the brand strategy and consumer initiatives for Nike Golf; and worked in several marketing and sales positions at Amer Sports, Callaway Golf Co. and Hewlett-Packard. At Vivint, he succeeds **Jeff Lyman**, who is taking on a newly created executive role where he will work to define the future of Vivint product experiences.

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## Business Tech

### *It's not sexy, but IT reporting can save you money in the long run*

Business technology solutions are rarely sexy. They're built to be reliable workhorses that perform day in and day out. They don't worry about all the glitz and glamour that consumer electronics thrive on. Just like the hardware and systems themselves, IT reporting isn't visually stunning. However, it can have a big impact on your bottom line.

Most small and medium-sized businesses have enough on their hands just to keep key systems up and running. They also frequently don't have resources to allow them to do reporting on their IT. They also don't understand the value it can provide.

Here are a few types of IT reporting that can make a significant impact on the bottom line:

**IT Response Times.** Response time is key in IT. When your business is down, or

your employees can't get their job done because of IT issues, it costs your business money.

Downtime reached an estimated cost of \$700 billion per year in 2016 — and the costs are rising. With more businesses being dependent on their technology, outages are costlier than ever in lost productivity.

Contributing factors to this can be things like overworked IT staff or poor service provided by hourly IT providers. It can go a long way to have a working knowledge of how long it's currently taking your business to resolve IT issues. This allows you to change workflows as needed to address it with your team. Alternatively,

many managed service providers offer service level guarantees. IT reporting that gives visibility into current response times can help you to refine systems for better results.

**Inventory.** Having a good handle on the exact IT hardware you have across your organization can also help to save dollars. Most technology will need to be cycled on a three-to-five-year basis depending on the hardware. Knowing the age of all of your equipment and key stats allows you to budget for upcoming expenses and plan for the future. This kind of planning almost always results in cost savings and is typically part of a larger strategic plan for IT. Outdated hardware carries with it much higher maintenance and warranty costs that can be avoided with careful planning.

**Root Cause Analysis.** Frequently overlooked is an analysis of common issues on

the network that cause downtime. IT departments and providers sometimes find themselves fixing the same issue repeatedly. This multiplies the cost of downtime and support. Doing some root cause analysis on issues tackled in the past three to six months can give visibility into recurring problems. The identification of these problems will allow you to dig in and find root cause. Once that is known, permanent solutions can be put in place. Fixing things once is great, but fixing them forever is better. Reporting that helps dig deep at the root of problems can save your business significantly on support costs.

**Maintenance Reporting.** With evolving threats to cybersecurity rampant in the world, a knowledge that key maintenance and security items are happening regularly is important. IT departments and providers should be providing information about the

status of Microsoft patches and updates, antivirus and backups, for example. While the savings from this reporting is perhaps more indirect, regular network maintenance can prevent costly downtime. This is especially significant in the current world of evolving cyber threats. Patches and updates can actually prevent much of today's ransomware, and offer greater peace of mind to business owners.

There isn't anything glamorous about it, but good IT reporting can have an impact on your bottom line. It can help business leaders make educated decisions about the technology you use daily. It can resolve common problems and prevent downtime. If your technology team isn't providing quality reporting that empowers your IT decisions, now is the time to make it a priority.

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



MIKE HERRINGTON



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# Calendar

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

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

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

## **Aug. 1, 6-9 p.m.**

**Co-Founder Networking Event**, presented by Co-foundersCircle.com and designed for people looking for a co-founder, needing to build a startup team or wanting to join a startup. Event features a keynote presentation by John Richards, startup founder pitches, speed networking and open networking. Location is the Startup Building 111 W. 600 S., Provo. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Aug. 2, 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 start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## **Aug. 2, 11 a.m.-1 p.m.**

**“25K Jobs” Launch Tour**, presented by Lt. Gov. Spencer Cox and World Trade Center Utah and focusing on Gov. Gary Herbert’s challenge to create 25,000 jobs in rural Utah during the next four years. Location is Beaver County. Similar events take place Aug. 2, 4-6 p.m. in Washington County; Aug. 3, 4-6 p.m. in Iron County; Aug. 9, 11 a.m.-1 p.m. in Emery County and 4-6 p.m. in Carbon County; Aug. 10, 11 a.m.-1 p.m. in Grand County and 4-6 p.m. in San Juan County; Aug. 22, 4-6 p.m. in Wasatch County; Aug. 23, noon-2 p.m. in Daggett County and 4-6 p.m. in Uintah County; Sept. 5, 11 a.m.-1 p.m. in Juab County and 4-6 p.m. in Millard County; Sept. 6, 4-6 p.m. in Tooele County; Sept. 25, 11 a.m.-1 p.m. in Kane County and 4-6 p.m. in Garfield County; and Sept. 26, 11 a.m.-1 p.m. in Piute County and 4-6 p.m. in Wayne County. Exact locations to be announced. Details are at [www.25kjobs.com](http://www.25kjobs.com).

## **Aug. 2, 11:30 a.m.-1 p.m.**

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

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

**Strictly Networking Luncheon**, a West Jordan Chamber of Commerce event. Location is SpudToddos, 7251 S. Plaza Center Drive, Suite 120, West Jordan. Free (pay if ordering from the menu). Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **Aug. 3, 6-7:30 p.m.**

**“Start Smart,”** a Small Business Development Center (SBDC) event. Presenter is Eddy Yujra. Location is SBDC, 815 W. 1250 S., Orem. Details are at [utahsbdc.org/trainings](http://utahsbdc.org/trainings).

## **Aug. 4, 7:30-8:30 a.m.**

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker is Craig Burnett, Murray City police chief, discussing “Crime Prevention in Murray City.” Free (pay if ordering from the menu). Open to the public. Details are at [murraychamber.org](http://murraychamber.org).

## **Aug. 4, 8-10 a.m.**

**First Friday Face-To-Face**, a Salt Lake County Business to Business Networking Group event. Location is Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Aug. 4, 8-10 a.m.**

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

## **Aug. 4, 8:30-11:30 a.m.**

**“Grow Your Business, Phase 1,”** a Small Business Development Center (SBDC) event. Presenter is Shaun Wilson. Location is SBDC, 815 W. 1250 S., Orem. Details are at [utahsbdc.org/trainings](http://utahsbdc.org/trainings).

## **Aug. 4, 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.” Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15 for members, \$20 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## **Aug. 5, 5:30 p.m.**

**Annual Members-Only Summer Social and Garden Party**, a Holladay Chamber of

Commerce event. Location to be announced. Free for chamber members and one guest, \$35 for nonmembers. Details are at [holladaychamberofcommerce.org](http://holladaychamberofcommerce.org).

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

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

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

**Connect 4 Luncheon**, a Sandy Area Chamber of Commerce event. Location is Scheels, 11282 S. State St., Sandy. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at [sandychamber.com](http://sandychamber.com).

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

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

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

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker is Ninzel Rasmuson of Operation Vet Support. Location is Prohibition, Fashion Place Mall, 151 E. 6100 S., Murray. Cost is \$15 for members, \$20 for guests. Details are at [murraychamber.org](http://murraychamber.org).

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

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

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

**Women’s Business Center Summer Social**, with the theme “Celebrating 20 Years of Entrepreneurship.” Location is The Falls Event Center, 580 S. 600 E., Salt Lake City. Cost is \$84 through Aug. 9, \$100 the day of the event. Details are at [slchamber.com](http://slchamber.com).

## **Aug. 11, 7:30-8:30 a.m.**

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker is Erika Workman, “The Possibility Queen.” Location

is Mimi’s Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at [murraychamber.org](http://murraychamber.org).

## **Aug. 11, 7:45-9 a.m.**

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

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

**“Grow Your Business, Phase 2,”** a Small Business Development Center (SBDC) event. Presenter is Shaun Wilson. Location is SBDC, 815 W. 1250 S., Orem. Details are at [utahsbdc.org/trainings](http://utahsbdc.org/trainings).

## **Aug. 15-17**

**102nd Annual Convention and Golf Tournament**, a Utah Mining Association event. Location is Zermatt Resort and Crater Spring Golf Course, Midway. Details are available by contacting Marilyn Tuttle at (801) 364-1874 or [mining@utahmining.org](mailto:mining@utahmining.org).

## **Aug. 15, 11:30 a.m.-1 p.m.**

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

## **Aug. 15, 11:30 a.m.-1 p.m.**

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

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

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

## **Aug. 16**

**Ogden-Weber Chamber of Commerce Golf Classic**. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Sponsorships are available. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **Aug. 16, 11:30 a.m.-1 p.m.**

**UTC TechLunch**, a Utah

Technology Council event. Location is Dealertrack, 10757 S. River Front Parkway, No. 400, South Jordan. Free. Details are at [utahtech.org](http://utahtech.org). Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Aug. 16, 11:30 a.m.-1 p.m.**

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

## **Aug. 16, 3-4:30 p.m.**

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

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

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

## **Aug. 17, 8 a.m.-1 p.m.**

**Small Business Golf Tournament 2017**, a Utah Valley Chamber event. Activities include golf followed by lunch and prizes. Location is Sleepy Ridge Golf Course, 730 S. Sleepy Ridge, Orem. Cost is \$80 (\$300 for a foursome). Sponsorships are available. Details are at [thechamber.org](http://thechamber.org).

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

**WBN Luncheon**, a Utah Valley Chamber event. Speaker is Ann Washburn, body language expert. Location is 63 Center St., Provo. Cost is \$25 for chamber members, \$20 for nonmembers. Details are at [thechamber.org](http://thechamber.org).

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

**“Multiplying Lasting Profitable Relationships,”** a West Jordan Chamber of Commerce event. Location is West Jordan City Hall, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$15 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **Aug. 17, 6-8 p.m.**

**“Business Essentials,”** a Small Business Development Center (SBDC) event. Presenter is Camille Pendleton. Location is



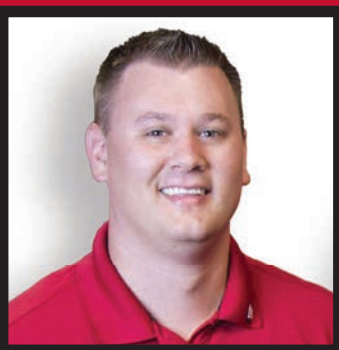


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## EARNINGS

from page 5

The company is a health savings account (HSA) non-bank custodian.

"During the first quarter, our team began the fiscal year the way that we ended last year, outpacing the market's 20 percent growth rate as we grew HSAs by 26 percent year-over-year, adding nearly 77,000 new HSAs and \$189 million in custodial assets in the first quarter," Jon Kessler, president and chief executive officer, said in announcing the results.

"Even more importantly, custodial investments grew by 58 percent year-over-year, as we continue to succeed in enabling our HSA members to build health savings."

### USANA

USANA Health Sciences Inc., based in Salt Lake City, reported net income of \$23.3 million, or 93 cents per share, for the second quarter ended July 1. That compares with \$25.8 million, or \$1.03 per share, for the same quarter a year earlier.

Net sales in the most recent quarter totaled \$257.1 million, down from \$258.5 million in the year-earlier quarter.

USANA develops and manufactures nutritional supplements, foods and personal care products that are sold directly to associates and preferred customers.

"Our second-quarter revenue was essentially flat with the year-ago period, which represented the highest quarterly sales in the company's history," Kevin Guest, chief executive officer, said in announcing the results. "In addition to the tough comparable, sales were softer than expected this quarter in several of our regions due to slower momentum and customer growth in the business. Supplier challenges with our MySmart foods line also negatively impacted our top-line results for the quarter.

"To counter these issues, we offered a successful short-term promotion in China during the quarter and plan to offer addi-

tional promotions in several of our markets during the second half of the year."

Guest said the Americas and Europe region "continue to present a challenge" for the company.

### Utah Medical Products

Utah Medical Products Inc., based in Salt Lake City, reported net income of \$3.9 million, or \$1.03 per share, for the second quarter ended June 30. That compares with \$3.3 million, or 86 cents per share, in the year-earlier quarter.

Net sales totaled \$10.8 million in the most recent quarter, up from \$10.5 million in the year-earlier quarter.

Utah Medical Products develops, manufactures and markets disposable and reusable specialty medical devices.

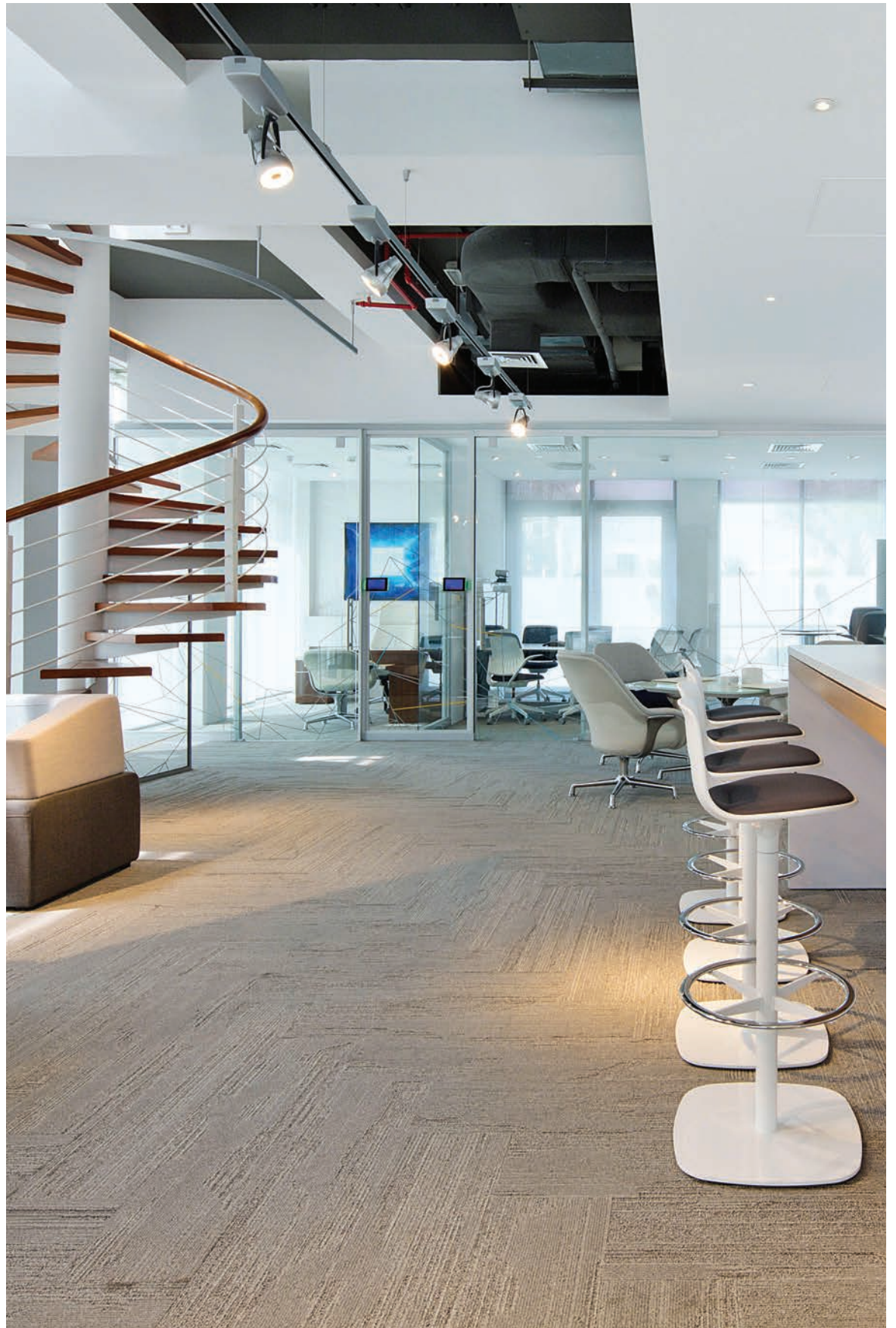
### Town & Country Bank

Town & Country Bank, based in St. George, reported pre-tax income of more than \$1 million during the second fiscal quarter. It was the company's best-ever pre-tax income, was up \$348,000 during the quarter and represented a 95.8 percent increase over the same period a year earlier. Earnings per share rose by 40 cents from the previous quarter on after-tax income of \$777,000.

The company said profits in the second quarter represent the 15th consecutive quarter of positive earnings, and the 24th out of the past 25.

The bank's total assets were \$150.54 million at the end of the second quarter, up 36.4 percent from a year earlier. Year-over-year net loans grew by 39.2 percent to \$111.55 million, while deposits climbed by 30.8 percent to nearly \$126.2 million.

"Strong second-quarter earnings were, like the first quarter, propelled by the bank's strategic emphasis on generating and selling portions of government-guaranteed loans," Bruce Jensen, chief executive officer, said in announcing the results. "And despite the sale of loans, our overall net growth in loans and assets was extremely robust — well ahead of projections and at the upper limits of regulatory-tolerated increase."



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# Legal Matters

## Secrets to guarding your secrets

*This is the first in a two-part series about protection of trade secrets.*

### Beneath Your Roof

When you go to sleep at night, do you make sure that your garage door is closed and that all the doors are locked? Our guess is that the answer is most likely yes, and the reason is probably that you want to protect yourself, your family and your valuables from intruders. Companies close the proverbial garage and lock the proverbial doors when they implement firewalls and other protections meant to guard their data and the data of their customers from outside intruders such as hackers.

That is all fine and dandy to guard against outside threats, but what about that wayward teen living beneath your own roof, stealing a \$20 bill from your wallet or waiting for you to fall asleep so he or she can take the vintage Corvette for a joyride?

Of course, you can guard against this by keeping your wal-

let and keys in a safe that only you have access to, but chances are you trust your kids and do not believe they would engage in such mischief. And, even if they did, the consequences are probably not all that high. The same is not true of the wayward teens roam-

ing the halls and perusing the data of your company. Not actual teens, but rather the opportunistic employees secretly looking to

jump ship with your trade secrets. Whether they are going to start their own venture or they are moving to a competitor down the street, the consequences of this type of theft can be catastrophic to your company. Fortunately, like hiding your keys and wallet in your safe, there are steps that companies can take to minimize the chances that their trade secrets are stolen.

### Know Your Own Secrets

Before your company can take measures to protect its trade secrets, it must determine whether it has any trade secrets. On a gut level, a trade secret is any information that you would not want your competitor to know. It is the information that gives your company a competitive advantage. The legal definition of

“trade secret” and the definition adopted in Utah and most other states is “information ... that: (a) derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means, by other persons who can obtain economic value from its disclosure or use; and (b) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.” See *Utah Code Ann. 13-24-2(4)*. Information that qualifies as a trade secret includes recipes, customer lists, source codes, formulas, techniques, methods of manufactures, strategic business plans, supplier lists, quality control data, designs, customer purchasing history, drawings, measurements and blue prints.

### The ABCs of Protecting Your Secrets

In all trade secret litigation, the court will have to answer two fundamental questions: First, is the information generally known or readily ascertainable? And, second, did the company take reasonable steps to keep the information secret? The first question explores whether you are trying to protect information that is public knowledge. The court is not going to afford trade secret status and its protections to information that everybody knows or could legitimately know with a little research.

The second question explores whether your company treated the

information as a secret. Did your company take steps to limit access to the information?

Technology cannot completely guarantee that your secrets will not walk out the door with your next employee departure, but it can reduce the odds of that happening and improve the odds that you prevail in a trade secret lawsuit if that does happen. The primary goal in implementing technology to protect your company's information should be to ensure that only those individuals who need access to information to exploit its economic value have access to that information. For example, the head of marketing at Google does not need to know the search algorithm in order for Google to exploit the algorithms economic value. Another goal of implementing technology to safeguard trade secrets is to easily ascertain who accessed what information at what time and in what manner. Being able to answer these questions with reliable evidence should not only serve as a deterrent to any employee attempting to steal information, but it is also crucial to your company's success in a trade secret lawsuit.

While it is advisable to have an IT consulting firm review your company's current protocols and make recommendations, the following are the ABCs of data loss prevention, which includes, among other things, trade secret theft. The ABCs include: Awareness,

Barriers and Confirmation.

### Awareness

At the core of any data security exercise are people — the people who create and manage the data, the people who have a legitimate need to access the data and, unfortunately, those who would seek to access and exploit the data illegitimately. As such, one of the greatest ROIs with respect to data loss prevention can come from a focus on people. Good cybersecurity hygiene starts with a well-defined and well-maintained sense of awareness. The most sophisticated technologies (door and locks) in the world will be of limited effectiveness if they are not used and maintained appropriately. In the data loss prevention space, this idea starts with training on the threat environment that includes a clear organizational vision of not only the risk, but also the impacts of data loss on the organization. People are more likely to internalize the vision when they know how and why it impacts them personally. Human resource organizations and departments can play a big role in establishing, directing and communicating relevant data protection policies and procedures. Many HR organizations are using company intranets, blogs and cross-functional working groups to help deliver the message. Making and keeping your organization aware of threats and the threat environment means they are more likely to care about data security and less likely to fall victim to data theft.

### Barriers

Traditionally, data security was likened to the defense of a medieval castle. Thick walls with guarded gateways did an excellent job of protecting whatever happened to be inside the walls. Today, data is mobile. Cloud applications and a mobile workforce means the castle walls must travel with the data, so the new armor is *identity*. Making sure that the right people have access to the right information for the right reasons for the right period is key. This starts at the beginning of the employment process via tools like Active Directory that create and maintain the foundation of each employee's corporate identity. It can be extended and enhanced by third party vendors such as Okta, Microsoft, Ping Identity and One Login to name a few that provide Identity as a Service (IDaaS). These companies provide integrations for tools such as Multi-



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## CALENDAR

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SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

### Aug. 18, 7:30-9 a.m.

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

### Aug. 22, 11:30 a.m.-1 p.m.

**Women in Business Luncheon**, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Aug. 22, 11:30 a.m.-1 p.m.

**Women in Business Luncheon**, a Sandy Area Chamber of Commerce event. Speakers are Tyson Thacker, CEO, and Ryan Thacker, president, of B.O.S.S. Retirement Solutions. Location is Hilton Garden Inn Salt Lake City/Sandy, 277 W. Sego Lily Drive, Sandy. Details are at [sandychamber.com](http://sandychamber.com).

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

**Chamber Launch**, a Salt Lake Chamber networking event. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at [slchamber.com](http://slchamber.com).

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

**UTC Clinic**, a Utah Technology Council event. Location is BDO, 178 S. Rio Grande St., No. 200, Salt Lake City. Free. Details are at [utahtech.org](http://utahtech.org). Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

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

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

**"At the Table: Women in the Boardroom,"** presented by the U.S. Hispanic Chamber of Commerce Foundation and Zions Bank. Program will be 6-7 p.m., followed by a reception. Event will focus on the under-representation

of women and minorities in the corporate boardroom. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Free. Details are at <https://www.usccfoundation.org/index.php/business-leaders/at-the-table-enterprise-accelerator/att-slc>.

### Aug. 23, 6-8 p.m.

**"Starting Your Business 101,"** a Small Business Development Center (SBDC) event. Presenter is Jim Herrin. Location is SBDC, Corporate Partnership Center, Room 114, 9690 S. 300 W., Sandy. Details are at <https://utahsbdc.org/trainings>.

### Aug. 24, 7:15 a.m.

**2017 ACG Utah Golf Tournament**, an Association for Corporate Growth (ACG) Utah event. Breakfast and registration are at 7:15 a.m., followed by an 8 a.m. shotgun start, with lunch and awards following play. Location is Eaglewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers, \$1,000 for a foursome. Sponsorships are available. Details are at <https://www.acg.org/utah/events>.

### Aug. 24, 7:30 a.m.-2 p.m.

**Utah Solutions Summit**, presented by U.S. Sen. Mike Lee, R-Utah, and the Salt Lake Chamber. Location is the Eccles Theater, 131 S. Main St., Salt Lake City. Cost is \$40. Sponsorships are available. Details are at [www.utahsolutionssummit.com](http://www.utahsolutionssummit.com).

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

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

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

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Topic is "The Ins and Outs of Google Reviews." Location is Prohibition, Fashion Place Mall, 151 E. 6100 S., Murray. Cost is \$15 for members, \$20 for guests. Details are at [murraychamber.org](http://murraychamber.org).

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

**Business After Hours**, a Salt Lake Chamber event. Location is The Depot, 13 N. 400 W., Salt Lake City. Cost is \$7 for early-bird members, \$10 for members after Aug. 17, \$15 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

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

**Business Boot Camp**, presented by the Cottonwoods Heights Business Association.

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

### Aug. 25-26

**First-Ever Utah Drone Summit and National Drone Races**, featuring new products, advances in security and safety, technical breakthroughs in design and navigation, and recruitment opportunities for drone pilots and engineers. Keynote speaker is U.S. Rep. Chris Stewart. Location is Salt Palace Convention Center, 100 S. West Temple. Summit will include a MultiGP Drone Racing League event featuring up to 100 of the nation's best drone pilots. Ogden-Hinckley Airport also will host live commercial and military drone demonstrations. Details are at <http://register.worldtekevents.com/events/utah-drone>.

### Aug. 25, 7 a.m.

**Executive Golf Tournament 2017**, a Sandy Area Chamber of Commerce event with a shotgun start at 8:15 a.m., with lunch and awards at 1:30 p.m. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Cost is \$300 for a foursome. Sponsorships are available. Details are at [sandychamber.com](http://sandychamber.com).

### Aug. 30-31, 8 a.m.-2 p.m.

**Utah Outdoor Recreation Summit**, a gathering of outdoor

industry leaders, county and city officials, user groups and public land managers to focus on Utah's outdoor recreation. Location is Snowbird Ski and Summer Resort, 9385 Snowbird Center Trail, Sandy. Another regional summit takes place Oct. 3-4 at Ruby's Inn, 26 S. Main St., Bryce Canyon. Early-bird registration is \$100 for two summits, \$60 for each summit. Registration can be completed at [utahoutdoorsummit.com](http://utahoutdoorsummit.com).

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

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

### Aug. 31, 7 a.m.-1 p.m.

**Utah Women Charity Golf Classic**, presented by the Women's Leadership Institute and the First Tee of Utah. Activities include a meet-and-greet breakfast and a tea time luncheon and awards presentation. Location is Thanksgiving Point Golf Course, Lehi. Cost is \$75, \$40 for tea time luncheon only, \$300 per foursome. Sponsorships are available. Details are at [www.thefirstteeutah.org/womencharitygolf](http://www.thefirstteeutah.org/womencharitygolf).

### Sept. 1, 8-10 a.m.

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

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

**Business Alliance Networking Luncheon**, a Davis

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

### Sept. 6-9

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

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

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

### Sept. 7-8

**"Building on Success 2017: Breakthrough Results for Government and Business,"** presented by the Governor's Office of Management & Budget and Goldratt Consulting. Event features more than 30 workshops and presentations by Gov. Gary R. Herbert; Kristen Cox, executive director, Governor's Office of

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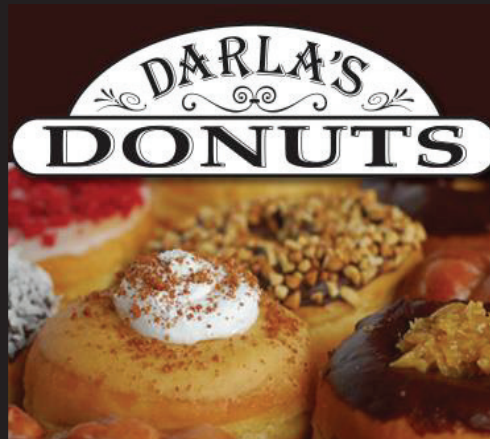
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## Opinion

# When business emulates politics, it's influence-peddling, not product sales

For many years now, a multitude of politicians have made lofty promises, fudged the truth and denied a variety of allegations. Sadly, this seems to have become the norm. But what should we do when businesspeople join this political game, cynically peddling influence to boost their egos rather than peddling products to boost their bottom lines?

An institutional change to make this practice unacceptable among lawmakers would take many years and lots of manpower; however, the increasing occurrence of business executives acting like elected officials is a new-enough trend that it could be cut off before it becomes ingrained.

Take the CEO of British-Dutch consumer goods giant Unilever, whose actions mirror those of a politician. For years, Paul Polman touted his vision for an innovative way of doing business, relying heavily on buzzwords like “sustainability” and “long-term thinking,” much like a candidate on the campaign trail. Now, he’s looking to cement his legacy — as you might expect a lawmaker to — by attaching his influence to protectionist policies.

Polman’s legacy would not simply be

for show, like many lame-duck presidents’ final decrees. He has publicly urged the British government to protect companies from outside bids, a concept at odds with competitive market ideals and basic economic fairness.

This is self-interest. It comes after the much smaller American Kraft Heinz Co.’s audacious bid for Unilever in February. In fact, Polman wants to go as far as removing the shareholders’ power to dispose of their assets, in “the interests of the stakeholders.”

Any economist will tell you that it’s better for resources invested in weak or sluggish businesses to be freed up for more productive uses. This switch often occurs through an outside party stepping in against the weaker company’s desires. Other times, the takeover is averted through political methods.

Economic protectionism is making a comeback, and unfortunately, Polman’s public complaints could create momentum for politicians to step in. Already, British Prime Minister Theresa May’s conservatives want the U.K. to “require a bid to be paused to allow greater scrutiny,” an unnecessary and counterproductive interference sure to do

more harm than good.

Polman’s complaints must also be viewed in another context: his long crusade for “sustainability,” a noble idea that provides cover for political meddling. Generally, if CEOs want to thump their chests to demonstrate their progressive bona fides, that’s their right. It’s up to shareholders and board members to decide whether that’s the type of business they want to run. The danger comes when the rhetoric of businessmen begins to mirror the kinds of vague populist appeals that have long been used to undermine competitive markets.

Tellingly, Polman’s high-minded rhetoric is at odds with some of Unilever’s behavior in recent years. In 2011, Unilever was fined 104 million euros for colluding with Procter & Gamble on the price of washing detergent. The company claimed they were working together for environmental reasons.

But Unilever was again flagged for collusion earlier this year when The Competition Commission of South Africa recommended it be prosecuted for agreeing not to compete with another company over margarine and edible oils. These actions don’t align with the kinds of national protection Polman proposes for businesses.

Unilever has also been heavily criti-

cized for dramatically increasing fees on local partners in countries like India and South Africa — which, one could argue, is exactly the type of short-term mindset Polman rails against. The pressure to collect more fees may have been due in part to Polman’s various vanity projects promoting his personal image and agenda.

Do these actions represent Polman’s idea of sustainability, or are his public campaigns merely intended to divert public attention away from Unilever’s sluggish stock?

We’ve become accustomed to seeing political figures exposed for engaging in the very behaviors they rail against. If Polman’s moral preening catches on, we may soon become equally desensitized to the hypocrisies of business leaders. Worse, Polman may succeed in advancing his own agenda at the cost of the public and shareholders — much like a shady politician — by convincing voters and politicians that we need more politics in our business rather than less.

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

# So far, Trump presidency marked by path not taken - the lost opportunity

There are many ways to evaluate the Trump presidency at the six-month mark. What I am struck by is the path not taken — the lost opportunity. Donald Trump had many flaws, but during the campaign, he tapped into a real set of problems facing America and a deep frustration with the existing political system. Additionally, he embraced and expressed — somewhat inconsistently — a populism that went beyond the traditional left-right divide. What would things look like at this point if Trump had governed in the manner of a pragmatic, job-oriented reformer who was relentlessly focused on the “forgotten” Americans of whom he often speaks?

We have an interesting template to assist our imagination. After Trump’s election, a small group of pro-Trump intellectuals, from both left and right, banded together to launch a journal, *American Affairs*, that promised “the discussion of new policies that are outside of the conventional dogmas.” It’s the best forum for the articulation of the ideology behind Trump’s rise, and there has been so much interest in the journal’s views on various subjects that the editors opened the second issue with a brief summary of their editorial stance.

On trade, immigration and foreign policy, the editors endorse modest changes to standard American policies, some of which the administration is pursuing. But on the central questions of domestic economic policy, *American Affairs* seems markedly different and genuinely populist.

Taking on the subject that is at the center of Republican ideology, taxes, the editors profess to be “quite skeptical of the conservative orthodoxy that reflexively prescribes tax cuts as the cure-all for every ill.”



FAREED ZAKARIA

While corporate tax reform is warranted, “reducing upper-income tax rates is unlikely to address core economic challenges in any significant way.” Instead, the editors recommend eliminating mechanisms by which the rich evade taxation. In addition, the journal denounces financial deregulation and calls for higher taxes on hedge fund and private equity managers. It embraces large and direct government expenditures on infrastructure, warning against relying heavily on the private sector. On healthcare, the editors come out openly in favor of universal coverage and suggest two options, a single-payer system or a version of the Swiss system, which is basically Obamacare with a real mandate.

Needless to say, this has not been the Trump agenda. But reading these intelligent ideas raises the interesting question: “Why not?” All of the policies proposed above would have helped the “forgotten” people whose cause Trump champions.

There have been two cardinal features of the Trump presidency so far. The first is that, far from being a populist breakout, it has followed a fairly traditional Republican agenda — repeal Obamacare, weaken Dodd-Frank, cut taxes, deregulate industry.

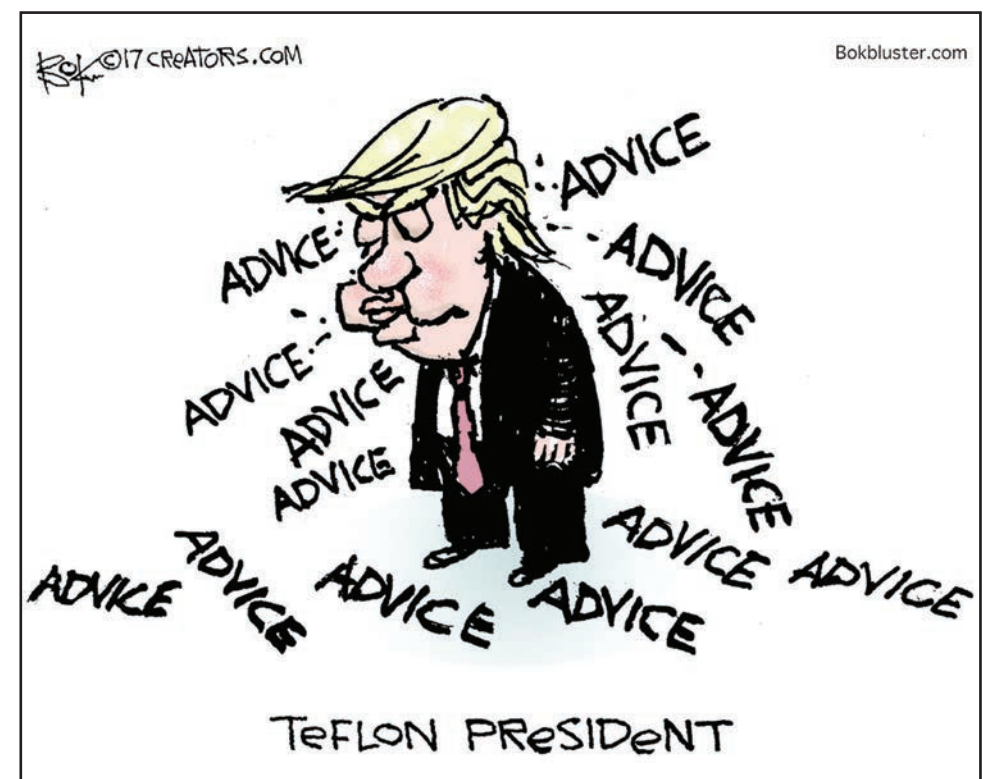
Trump’s anemic infrastructure plan is little more than tax credits for private inves-

tors. The only real break with Republican tradition has been on foreign policy, where Trump is pursuing a truly bizarre and mercurial agenda that seems to be inspired by his own personal passions and peeves — instituting the travel ban, demanding payment from allies, embracing autocrats who flatter him and his family.

The second defining feature of the Trump administration has been incompetence. As many have pointed out, had Trump chosen to begin his presidency with a large infrastructure bill, he would

have put the Democrats in a terrible bind. They would have had to support him, even though this would have enraged the party’s base. Instead, Trump chose healthcare, a complicated, difficult issue sure to unite his opposition and divide Republicans. Consequently, very little has actually been done. Obamacare is not repealed, no money has even been appropriated for the border wall, NAFTA is still standing, there is no tax reform bill, nor an agreement to raise

see ZAKARIA page 19





## Opinion

# I've always had trouble with giving a tax credit to a guy who buys \$134,500 car

I hope you had a chance to read the recent *Wall Street Journal* column "Tesla Sales Fall to Zero in Hong Kong After Tax Break is Slashed," because it validates what I've been saying for years. Why should a taxpayer who makes \$50,000 a year help pay for a rich guy's car?

The Hong Kong phenomena is a snapshot of the effects of tax credits. In March 2017 there were 2,935 Teslas registered in Hong Kong; then, in April 2017 there were zero. Why? Because the tax credits were eliminated. I'm sure the Hong Kong rich will continue to buy Teslas but maybe not quite as many as before.

If I were Elon Musk, I would not be sleeping well at night wondering whether or not Trump and the U.S. Congress just might do the same in the U.S. and eliminate tax credits for all electric vehicles.

There is no doubt in my mind that Elon Musk is a brilliant entrepreneur.

Musk, a South African-born American Canadian, made his big bucks with PayPal and is now worth \$14.3 billion, according to Wikipedia. But Musk is also a crony capitalist who has received \$4.9 billion — and counting — from the government. Since the 2016 election, guess who's trying to be Trump's best buddy? You got it: Elon Musk.

Are electric cars, buses and trucks good for the environment? You bet they are. But asking the poor and middle class to subsidize them is criminal. When I'm talking about the poor and middle class, I'm not talking about just the poor and middle class in the U.S.; I'm talking about the poor and middle class in the whole wide world.

According to Unite for Sight, a worldwide nonprofit working for better eye health, "it costs \$10 to feed a boy in Kenya's refugee camp for three weeks.

This is less than the cost of a lipstick in Manhattan." There have been 540,000 electric vehicles sold so far in the America, which means that the feds have awarded \$4,050,000,000 in tax credits. That same amount of money would have fed 23.8 million refugee kids for a whole year. And since there are only 22.5 million refugees worldwide — including adults — maybe the U.S. government could better spend the American taxpayers' dollars.

I have breakfast every Saturday morning with a small group of my friends, one of which owns an electric car. One morning I happened to say, "I sure hope you appreciate my helping you to buy that car." Well, that didn't go over too well with my attorney friend. But it gave me an idea and so now every time I'm in a parking lot, standing having a cigarette, when someone drives up in an electric vehicle I ask them how they like the electric vehicle that I helped them buy. This has led to many interesting conversations.

The media today are obsessed with Trump pulling out of the Paris climate accord. But what I am not hearing about is the more important happenings around the world. What's the status of the genocide in Syria? How is tax reform coming along and are there any new cures for cancer? Thank goodness for the Internet and Google search, which keeps me informed. Reading a column by the American Press Institute I noted: "Overall, four in 10 Americans report that they only delved deeper into particular news beyond the headlines in the last week." Kind of a sad state of affairs.

As Thomas Sowell said: "If people in the media cannot decide whether they are in the business of reporting news or manufacturing propaganda, it is all the more important that the public understands the difference."

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



ROBERT PEMBROKE

## Benchmarking is a solid idea, but proposed city ordinance misses the mark

Sometimes even the best of intentions can lead us astray. That's certainly the case with the Salt Lake City's proposed Mandatory Building Benchmarking and Transparency Ordinance, currently under consideration by the city council.

Energy benchmarking has the potential to be a true "win-win" issue for the city government and for the local business community, but not under the current language of the proposed ordinance, which has already had to be amended to address extensive concerns. As the president of the Building Owners and Managers Association (BOMA) of Utah, I suggest that the city table this proposal once again and pursue a path forward that includes a focus on cooperation.

On behalf of the city's building owners and managers, I want to emphasize that we fully support energy benchmarking, which is simply the practice of evaluating the energy efficiency of a building over time and comparing it to similar buildings. Benchmarking is a useful and constructive way to show to building owners and property managers where they may have opportunities to save energy and money by making their buildings more energy-efficient. Both locally and nationally, the Building Owners and Managers Association strongly encourages benchmarking as a tool to enable commercial buildings to become more energy-efficient and identify opportunities to cut waste. For reasons unknown to us, some have said that the industry opposes benchmarking — this is patently untrue — and have suggested a false choice that you're either for the ordinance or you're against benchmarking.

Not only do we support benchmarking,

but BOMA Utah has a history of supporting Salt Lake City's sustainability goals. Specifically, we are proud to partner with the city's Project Skyline, an initiative that encourages buildings to meet and exceed air quality and energy-saving targets by evaluating energy use, setting energy savings goals and undertaking improvements.



SCOTT BENNION

Project Skyline is part of the City Energy Project, a joint effort led by the Natural Resources Defense Council (NRDC) and the Institute for Market Transformation (IMT). The City Energy Project is designed to help mayors develop aggressive plans for tackling energy waste in large, existing buildings.

With \$9 million in seed funding from Bloomberg Philanthropies, the Doris Duke Charitable Foundation and The Kresge Foundation, two leading advocacy organizations have set up a multi-year effort to boost efficiency in buildings across 10 cities.

The 2016 winners of the Skyline Challenge in the categories of Industry Leader, Community Leadership and Most Improved Energy Performance were all active BOMA Utah members.

BOMA has been, and plans to continue to be, an engaged and enthusiastic partner with the city on sustainability issues. So we are disappointed by a misguided proposal that assumes commercial buildings are the problem instead of the solution. We are troubled by a process that has only grudgingly addressed valid, real-world concerns. This proposed ordinance was driven by outside funding and from the beginning promoted a one-size-fits-all solution that we feel is inappropriate for Salt Lake City.

Benchmarking may be a simple concept, but in practice we have seen across the country that the implementation of a city ordinance involves a host of variables. If done wrong, especially if an emphasis is placed on publicly scoring buildings, the law could unfairly disadvantage a property owner who has otherwise been proactive and responsible in terms of energy usage. A building may receive a lower score due to elements outside the control of the property owner, which may include tenant energy usage or a lack of whole building energy data. While we appreciate the efforts to address this through amendments to the proposal, the result continues to be far from what we can support.

We don't believe that shaming members of our community is how we should do business in Salt Lake City. We also don't believe it's the best way to achieve the desired results. There's another way. We could partner with the city to offer tools, resources and incentives to improve the efficiency of our buildings. We could

build on the successes of Project Skyline. We could seek positive ways to encourage market-driven solutions that place value on more-efficient buildings.

We hope that the city council will pursue a new approach to benchmarking in partnership with the business community, or alternatively seek to work with the state legislature to find a broader solution. BOMA Utah stands ready to be part of that solution. Our organization represents professionals who own or manage over 75 million square feet of commercial properties and facilities in Utah. We all share the same goals for the environmental and economic health of our city. Let's work together, as we have before, to make those goals a reality.

Scott Bennion is the senior property/asset manager for Riverpark Development and the current BOMA Utah president.

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## CAI

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Other metrics regarding economic confidence have also generally remained steady, including:

- Forty-six percent of residents believe the Utah state government is doing a good job of taking steps to improve Utah's overall economy, which is unchanged from June.

- Seventy-one percent of residents believe that interest rates will rise during the next 12 months, which represents no change from June.

- Sixteen percent of Utahns think the federal government is doing a good job taking steps to improve the overall economy, down four percentage points from June.

- Forty percent of consumers believe the U.S. economy will improve during the next 12 months, compared to 37 percent in June.

- Fifty percent of Utahns think a \$1,000 investment in their 401(k) will be worth more a year from now, compared to 48 percent in June.

"The labor market has shown tremendous growth and potential in Utah," said Randy Shumway, chairman and partner of Cicero Group, a market research firm in Salt Lake City that does analysis and data collection for the CAI. "As people become aware of the attractive wage to cost-of-living ratio in Utah, we should see continued in-flows of both labor and job opportunities as businesses and individuals invest in the business-friendly economy."

## FILM

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and Summit counties and be based at the Park City Film Studio.

The series tells the story of the Dutton family, controllers of the largest contiguous ranch in the country, which finds its borders under threat. Luke Grimes, Kelly Reilly and Cole Hauser have signed on to star alongside Costner. The producer is John Vohlers, and the director is Taylor Sheridan, known for "Hell of High Water," "Sicario" and the made-in-Utah "Wind River."

"Utah is a really unique location as the mountains are so close to the city," Sheridan said. "Coupled with its incentive program, experienced crew and the Park City Studios, I think Utah is at the forefront of what will become a much bigger film industry."

Among TV series or pilots to be approved for incentives this year are an unnamed series being made by Vineyard Productions; the second seasons of "Andi Mack," "Westworld" and "Dry Bar Comedy"; and the first two seasons of documentary TV series "Painting the Town." There also have been digital platform series approved for incentives, including "The Student Body" and "Life After First Failure."

"Yellowstone" was one of several productions approved for state incentives by the GOED board in July. Combined, they are expected to result in an economic impact of over \$36 million and employ more than 500 local people. Among them was the pilot for another TV series and a comedy series that will run on the Internet.

GHS Productions Inc. was approved for a cash rebate incentive up to \$148,908 for "Pupsicles," a family series pilot. The production is expected to spend \$744,541 in Utah, including during principal photography set for Aug. 16-20, primarily in Summit and Wasatch counties. "Pupsicles" tells the story of a family relocated from Florida to small-town Alaska and their adventures as they adjust to their new life. The director is Linda Mendoza. The producer is Richard G. King.

The web series is untitled but takes place in high school, where mean girls scheme for social justice in a place where popularity is measured in likes and retweets. Y&C Productions Inc. was approved for a cash rebate of up to \$363,903 for the comedy series, which is expected to spend \$1.45 million in Utah. Principal shooting takes place Aug. 14-25 in Salt Lake County. The director is Wen-

dy Stanzier. The producer is Nicole Colombie.

Remnant Films LLC, makers of the romantic comedy feature film "Enchanted Christmas," will spend \$741,000 in Utah and qualified for a cash rebate of up to \$148,200. Shooting is taking place through Aug. 7 in Salt Lake and Wasatch counties. The film tells the story of a successful single mom who returns to her hometown to renovate a lodge and rekindle a romance. The director is Terry Cunningham. The producer is Jarrod Philips.

Jenny Mackenzie Films LLC was approved for a cash rebate of up to \$54,000 for the independent documentary "However Long." The documentary about women who are living with metastatic breast cancer is expected to spend \$272,000 in Utah, with principal photography set for Oct. 10-June 1, 2018. Mackenzie is the director and a producer along with Scott

Thornton and Marissa Bernhard.

The GOED board also amended an earlier-approved incentive for Hereditary Film Productions LLC, makers of the independent feature drama/thriller "Hereditary." It was approved for a tax credit incentive of up to \$787,588 in January, based on in-state spending of \$3.15 million. However, the company has increased its spending to \$3.4 million, and the incentive was adjusted to up to \$854,219.

"Working with filmmakers to tell premium stories with compelling characters and unique locations is key for us," said Virginia Pearce, director of the Utah Film Commission. "We are always happy to see talent return to Utah and to welcome new filmmakers to our community. Our goal remains to ensure that they have all the support and resources they need for production to run seamlessly and for them to return again and again to create award-winning content."

## ECCLES

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students to become outstanding economists and leaders for the future," Pershing said.

The mission of the institute is to push the frontiers of knowledge through academic research and provide UofU students access to high-quality education in economics, game theory, econometric and quantitative analysis, the school said in a release. The funding will enable the university not only to recruit seven leading economists as academic faculty, but also to support innovative research and provide \$1.6 million in

student scholarships. Its focus will include the development of students' quantitative skills, which are widely seen as critical for success in today's data-driven job market. In doing so, it promises to open career opportunities for Utah students in an ever-expanding array of areas from banking and private equity to technology and academia.

"The impact of this gift cannot be overstated," said Taylor Randall, dean of the David Eccles School of Business. "This institute will take the school and the university to another level of distinction, bringing leading economists into the Eccles School's ranks who will enhance student learning in areas including economic thought and quantitative analysis, unlocking opportunities for them in a wide range of careers."

"There is no better way to honor Marriner's life and pay tribute to his remarkable impact on our nation than to invest in students and foster development of the next generation of great leaders to carry on his legacy," said Spencer F. Eccles, chairman and CEO of the George S. and Dolores Doré Eccles Foundation. "That's what this institute is intended to do."

The university's statement said that in honoring the legacy of Marriner S. Eccles — banker, businessman, entrepreneur and national economic leader — the new institute bears the name of an individual who stands historically among the most respected and admired citizens of the state of Utah and the nation. As chairman of the Federal Reserve from 1934 to 1948, Marriner S. Eccles' role as a close advisor to U.S. presidents Franklin D. Roosevelt and Harry S. Truman place him among a handful of individuals who have most influenced the business and

economic life of this nation. His contributions to the strength of the U.S. economy and his role furthering the free market system continue to be widely recognized both nationally and internationally.

The Marriner S. Eccles Institute for Economics and Quantitative Analysis builds on the academic distinction of the David Eccles School of Business both locally and nationally. The school's growth in visibility, ranking and impact has been highlighted most recently by the establishment of its Lassonde Entrepreneur Institute, Kem C. Gardner Policy Institute and innovative new Business Scholars Program.

In conjunction with the creation of the institute, the university will offer a new undergraduate academic major at the David Eccles School of Business, to be launched in fall semester 2017. Students in the Quantitative Analysis of Markets and Organizations major will pursue degrees that provide them with innovative courses focused on econometric and data analysis, game theory and wide-ranging economic thought. Directing the new institute will be Adam Meirowitz, Kem C. Gardner professor of finance at the David Eccles School of Business, who has played a key role in crafting the newly created major with fellow faculty members Scott Schaefer and Luis Rayo.

"With economic analysis now applied widely to address problems in both the public and private realms, the new Eccles Institute not only will contribute significantly to these fields through its research, but also will enable the University of Utah and the Eccles School to develop talented economics graduates who will make positive, real-world impacts," Meirowitz said.

# Why the *Enterprise*?



-Amy Spencer, Communication Manager, UACPA

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A white line drawing of a hand balancing a large red sphere on a white plate. The background is a solid olive green.

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## CALENDAR

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Management and Budget; Rami Goldratt, chief executive officer, Goldratt Consulting; Gene Kim and Kevin Behr, co-authors of *The Phoenix Project*; Charles Toups, senior vice president, Boeing Research & Technology; Lt. General Andrew Busch (retired); Alex Knight, author of *Pride and Joy*; Clark Gilbert, president, BYU-Pathways Worldwide; and Hirotooshi Uehara, vice president, Panasonic Automotive. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$499. Details are at [utahexcellence.com](http://utahexcellence.com).

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

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

### Sept. 8, 7:45-9 a.m.

**Women In Business Networking**, an Ogden Weber Chamber of Commerce Women in Business event. Heidi Flitton of Encore Benefits/Fringe Benefit Analysts will discuss "Following

Your Inner Compass." Location is Ogden-Weber Chamber of Commerce, 2380 Washington Blvd., Suite 290, Ogden. Free for members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

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

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

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

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

**Business Women's Forum**, a Salt Lake Chamber event. Speaker to be determined. Location to be determined. Cost is \$27 for members, \$35 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

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

**Business Alliance Net-**

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

### Sept. 20, 3-4:30 p.m.

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

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

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

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

**Women Empowered Conference**. Location is Weber State University-Davis 2750 University Park Blvd., Layton.

Cost is \$65. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

**"Lunch and Learn Series: Participative Management."** The Lunch and Learn Series is a collaboration between the Women's Business Center and the Professional Education Department at the University of Utah. Presenter is Scott Stephenson, an adjunct faculty member at the University of Utah. Location to be determined. Cost is \$40. Details are at [slchamber.com](http://slchamber.com).

### 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. Another regional summit takes place Aug. 30-31 at Snowbird Ski and Summer Resort, 9385 Snowbird Center Trail, Sandy. Early-bird registration is \$100 for two summits, \$60 for each summit. Registration can be completed at [utahoutdoorsummit.com](http://utahoutdoorsummit.com).

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

**Business Alliance Net-working Luncheon**, a Davis

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

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

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

### 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](http://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

see CALENDAR next page

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## SECRETS

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Factor Authentication (MFA), Conditional Access Management, Single Sign On (SSO), Mobile Device Management (MDM) and other functionalities designed to prevent, detect and respond to threats.

Two of the most commonly exploited avenues of data loss are via email scams and data exfiltration. These generally occur through phishing (generalized email fraud), spear phishing (targeted email fraud) or the conscious or unconscious exfiltration of information from your secure internal environment to external sources by means of digital media transfers, lost or stolen equipment or network breaches. The good news is that most of you reading this article are using email systems that already have at least some basic levels of fraud protection built into the system. These can be set to monitor certain behaviors, sources or patterns and alert you to the potential theft.

Make sure these safeguards are enabled and configured appropriately for your environment. Closer to home on the data exfiltration side are tools that allow you to control data access right down to individual document levels. Thus, when files or documents are created, there can be specific access rules attached at the document level. Even if a document is lost or stolen, opening the document would require specific user or group-based identity credentials. Tools such as Microsoft's Azure Identity Protection allow users to enable this capability with a few mouse clicks. This becomes a key consideration with respect to barriers, since they tend to restrict movement in both directions.

### Confirmation

The cybersecurity threat environment is constantly adapting and evolving. As such, your organization's data loss prevention process should be structured to adapt and evolve accordingly. Tools at your disposal include:

- Regular training and threat environment updates.
- Periodic testing for network and personnel vulnerabilities.
- Industry reports such as those published by McAfee Labs 2017 Threats Predictions, and the Verizon Data Breach Investigations Report (DBIR).
- Internal or third-party security operations centers that monitor network activity and report or act on anomalous behaviors.

Michael A. Gehret is a partner in the Salt Lake City office of Snell & Wilmer. His practice is concentrated in commercial litigation, where

he advises clients on a variety of intellectual property and regulatory matters.

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

## ZAKARIA

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the debt ceiling. Even in deregulation, an area of broad presidential authority, little of substance has been accomplished. Many of Trump's executive actions have been to "review" various measures. An environmental activist told me he has cheered up his staff by pointing out that the Trump administration's words have rarely been followed by successful deeds.

Donald Trump could have quickly begun reshaping American politics. He heard voices that others didn't, understood what those people wanted to hear and articulated much of it.

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

Part 2 of this two-part series will run next week in The Enterprise.

But when it came time to deliver, it turned out that he had no serious ideas, policies, nor even the desire to search for them. He just wanted to be president, meeting world leaders, flying on Air Force One and pardoning the Thanksgiving turkey, while delegating the actual public policy to House Speaker Paul Ryan or Vice President Mike Pence — or whomever. So far, Donald Trump has turned out to be something far less revolutionary than expected — a standard-issue, big business Republican, albeit an incompetent one, wrapped in populist clothing.

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

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## CALENDAR

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

### 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://utsustainability-summit.com/>.

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

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

### Oct. 17, 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. Forum also focuses on foreign direct investment in Utah. Keynote speaker is Javier Palomarez, chief executive officer of the U.S.

Hispanic Chamber of Commerce. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$75. Details are at [utahglobalforum.com](http://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](http://davischamberofcommerce.com).

### 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 start-up stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

### Oct. 19

**Titan Awards Ceremony**, a Sandy Area Chamber of Commerce event. 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).



## CAREERS

### TECHNICAL

**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. Offer strategic technical support to assure the highest level of customer satisfaction. Apply by e-mailing resume to [paul.merideth@oracle.com](mailto:paul.merideth@oracle.com), referencing 385.20040. Oracle supports workforce diversity.

### TECHNICAL

**Oracle America, Inc.** has openings for **Technical Analyst-Support** positions in Lehi, Utah. 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 [abhishek.purkayastha@oracle.com](mailto:abhishek.purkayastha@oracle.com), referencing 385.20039. Oracle supports workforce diversity.

### TECHNICAL

**Oracle America, Inc.** has openings for **Technical Analyst-Support** positions in Lehi, Utah. 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 [ponch.thompson@oracle.com](mailto:ponch.thompson@oracle.com), referencing 385.19799. Oracle supports workforce diversity.

Location is Little America Hotel, 500 S. Main St., Salt Lake City. Details are at [sandychamber.com](http://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](http://holladaychamberofcommerce.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](http://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](http://slchamber.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](http://slchamber.com).

### Oct. 29-Nov. 1

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



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