

Focus



BANKING & FINANCE
PAGE F1

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Congestion — commonplace at the entrance to Zion National Park and other Utah attractions — was among concerns for the tourism industry listed by a couple of speakers at the recent Utah Tourism Conference in Salt Lake City. Tourism spending in Utah has reached \$9.1 billion a year.

Overcrowding among concerns at Utah Tourism Conference

Brice Wallace
The Enterprise

While Utah benefits from international travelers wanting an “authentic” American experience, a dip in the U.S. market share for international visitation and concerns about “over-tourism” could spell trouble for the state’s tourism industry.

Speaking in Salt Lake City, Roger Dow, president and CEO of the U.S. Travel Association, said that while the U.S. had 76 million international visitors last year, international travelers since 2015 have been inclined to visit other destinations in the world. While the U.S. figure was up 1 percent from the prior year, most of the rest of the world saw increases of 6 percent to 8

percent. The U.S. market share loss equates to 1 1/2 percent, representing about 8 million visitors, a \$40 billion impact to the economy and 120,000 jobs, he said.

“There’s a lot of talk in Washington these days about bringing manufacturing back to America,” Dow said at the Utah Tourism Conference, presented by the Utah Tourism Industry Association, the Utah Office of Tourism and Visit Salt Lake. “Well, if we just get back that 1 1/2 percent, do you realize that’s 30 Toyota plants? That’s 2 1/2 Amazon headquarters? Just by turning the dial a little bit. And you don’t have to build the hotels, you don’t have to build the national parks, you don’t have to build

see TOURISM page 4

Utah consumer prices running ahead of nation

Despite a minor drop in Utah consumer prices in September, residents are experiencing price hikes over the past year at twice the rate recorded nationwide.

The Zions Bank Wasatch Front Consumer Price Index (CPI) decreased 0.1 percent from August to September on a non-seasonally adjusted basis. Year-over-year, the CPI has grown 4.8 percent, while the national Consumer Price index has increased just 2.3 percent since September of last year.

Decreasing prices in the transportation and housing sectors drove the monthly decline in the overall cost of living statewide. This is the first time since October of last year that both transportation and housing prices fell in the same month. Eases in car insurance and hotel rates caused the drop in transportation prices while dips in hotel and motel prices caused prices in the housing sector to edge downward.

“The overall upward trend in housing prices continues,” said Scott Anderson, president and CEO of Zions Bank. “We keep watching housing prices because they now make up about 38 percent of the average Utahn’s expenses, and we anticipate they continue rising.”

The September number marks the end of a four-month streak of the year-over-year CPI growth exceeding 5 percent. The 4.8 percent annual growth in September remains one of the highest annual rates mea-

see CPI page 14

Ben Stein to keynote Utah Global Forum Nov. 8

The 2018 Utah Global Forum has been scheduled for Nov. 8 at the Grand America Hotel in Salt Lake City. The annual international business event is designed to facilitate the dialogue on how businesses can grow beyond local boundaries and develop an import and export strategy to expand into the global marketplace, according to a release from the forum’s cosponsors, World Trade Center Utah (WTC Utah), the Governor’s Office of Economic Development (GOED) and the Salt Lake Chamber.

The half-day program features networking opportunities, a pitch competition and breakout sessions discussing the proposed Utah inland port and how to succeed internationally. Throughout the program, at-

tendees will hear from Gov. Gary Herbert, Utah’s top international trading international trading partners, industry experts and a panel of five local university and college presidents.

Ben Stein, writer, lawyer, actor, and commentator on political and economic issues, has been scheduled as the keynote speaker for the event. Known for his economic lessons on- and off-screen. Stein will address the general session of the event.

“Trade is a compelling and evolving topic that is so important to Utah businesses and Utah’s economy. Who better to teach us than the iconic, and equally talented, Ben Stein?” said Miles Hansen, president and CEO of WTC Utah. “As a policymaker, and

an award-winning economist and lawyer, Stein’s remarks will provide insight into international trade and what to expect in the future.”

The theme of the forum, “Utah, Crossroads of the World,” was chosen in anticipation of three major state projects: the opening of the new Salt Lake City International Airport, the expansion of Utah’s burgeoning tech sector and the groundbreaking of the Utah Global Trade Port, said the sponsors.

“Utah’s economy is one of the best in the nation and our state has one of the fast-

see FORUM page 4



Coal mine owner moves to Sandy, changes name

Bituminous coal producer Bowie Resource Partners LLC, owner of the Dugout Canyon, Skyline and Sufco mines in eastern Utah, has moved its corporate headquarters from Grand Junction, Colorado, to Sandy and has changed its corporate trade name to Wolverine Fuels LLC. Wolverine is majority-owned by the Galena Private Equity Resources Fund of London, England.

Wolverine's new headquarters is located at 9815 S. Monroe St., Suite 203, in Sandy. Wolverine will continue to operate the three Utah mines and also owns the idled Bowie No. 2 mine in Colorado. Wolverine will maintain a small regional office in Grand Junction, according to a statement from the company.

"We are primarily a Utah company, employing Utah citizens and supplying coal to Utah power plants, so it only makes sense that we have our headquarters in Utah," said James Grech, Wolverine CEO, who was appointed in July. "This move will allow the executive team to be closer to our mines, our workforce and our customers. I want to thank everyone in Utah who encouraged and assisted us with this relocation, especially Gov. (Gary) Herbert's office and Sen. David Hinkins."

"The Utah economy benefits from low-cost, sustainable electricity, generated by its many diverse resources, including the coal-fired power plants located in the state," said Laura Nelson, Herbert's energy advisor and executive director of the Governor's Office of Energy Development. "The Wolverine mines are key suppliers to those plants, providing jobs and energy security locally, regionally and globally."

"The Wolverine mines have an enormous economic impact in Emery, Carbon, Sevier and Sanpete counties and I was honored to assist Jim Grech and his team with the move," said Hinkins, R-Orangeville.

"In conjunction with the recent management changes and recapitalization of the company, we wanted to offer our employees a fresh start and new identity with the name change," said Grech, addressing the corporate name change. "Our workforce is tough and resilient, very much like a wolverine, so we think our new name-sake will resonate very well with our employees and the communities in which we operate."

Founded in 1995, Wolverine Fuels employs over 950 and has an annual productive capacity of approximately 12 million to 14 million tons of coal.

WTC Utah leads trade mission to China

Utah government and business leaders returned recently from a trade mission to China that was led by World Trade Center Utah (WTC Utah). The group visited Shanghai and Beijing while in China.

China is Utah's third-largest trading partner and in 2017, Utah exported almost \$740 million in goods to the Asian country, according to WTC Utah. Top Utah exports to China include computer and electronic products, chemicals, machinery and agricultural products.

"China is one of Utah's most important markets, even with the ongoing trade dispute," said Miles Hansen, president and CEO of WTC Utah. "As national governments engage to reach a trade deal, Utah business and government leaders must continue to invest in a strong strategic partnership with China on trade and also in the areas of innovation, education, art and culture. This type of positive engagement develops the trust and relationships necessary to find mutually beneficial resolutions to the many challenges facing the United States and China."

The delegation consisted of Scott Anderson, president and CEO of Zions Bank and chair of WTC Utah; Greg Hughes, speaker of the Utah House of Representatives; Miles Hansen, president and CEO of WTC Utah; Gary Porter, senior vice president of Deseret Manage-

ment Corp.; Rich Hartvigsen, vice president of Nu Skin International; Darin Parker, president and managing director of PMI Foods; Brad Herbert, senior vice president and group marketing manager of Zions Bank; Dan Stephenson, executive director of Economic Bridge International; Greg Hartley, chief of staff of the Utah House of Representatives; and Meg Garfield, trade mission manager for WTC Utah.

While the group was in Shanghai, the chairman of the Shanghai International Port Group (SIPG), the world's largest port operation, hosted the Utah delegation for dinner along with senior SIPG leaders. SIPG is a global leader in automation and efficiency and is known for its innovation, Hansen said. The group discussed challenges Utah companies face when exporting goods to China as well as Utah's rapid economic growth and development, including Utah's proposed inland port.

Also in Shanghai, the Utah delegation met with one of the largest suppliers of China's immense public health system to discuss opportunities to partner with Utah life sciences companies and visited the Youth Innovation Center, a joint project between the state of Utah and the Jiading

District in China, to learn about the important education and innovation ties between Utah and China. All the companies on the trade mission pledged to support joint Utah-China efforts to develop increased collaboration among Utah and Chinese students on science, technology, engineering and math projects, according to WTC Utah. Twenty percent of all Mandarin taught in the United States occurs in Utah, positioning Utah's students to be leaders in driving increased collaboration between China and the United States in the decades to come.

On the second leg of the trade mission in Beijing, the Utah delegates had several meetings with senior Chinese officials involved with trade, commerce and foreign affairs to discuss challenges and opportunities in expanding Utah-China trade ties, including the potential establishment of a Utah-China joint committee on trade and commerce. U.S. Ambassador to China Terry Branstad convened a meeting with the Utah delegation and leading executives from some of China's largest tech companies and investment funds. The group discussed ways to increase foreign investment from China to Utah and opportunities for Utah companies to expand their operations in China.

Department of Energy awards Utah \$638,000 in two grants

The U.S. Department of Energy (DOE) has selected Utah as the recipient of two competitive grants totaling \$638,786. The funding from DOE's State Energy Program will support the work of the Governor's Office of Energy Development (OED) in advancing energy efficiency, resilience and affordability across the state and western region.

"Utah continues to demonstrate local, regional and national leadership in providing strategic energy policy, planning and development to drive new solutions to market," said Laura Nelson, the governor's energy advisor and executive director of OED. "We are proud to be awarded our largest SEP funding to date to realize wise outcomes for the way we utilize energy, which is key to our thriving economy and high quality of life."

OED's award for its energy planning proposal, "Exploring Western Regional Transmission Organizations," received \$539,234 for support in creating a multi-state partnership to address the evolving regional markets in

the West. The funding will allow OED to work with energy offices in Colorado, Idaho, Montana and other western states to effectively explore regional approaches that can enhance grid resilience, promote reliability, and lead to a more efficient energy system in the West, with consideration for impacts and benefits for individual states and their power customers. The final product of the project will be a strategic plan to be released within two years.

OED's Energy Wise Communities award of \$99,552 will allow OED to work with local communities to design a tailored-made energy efficiency and resiliency plan for long-term savings and associated job creation, including for low and moderate-income housing. Ogden City is set to be Utah's first Energy Wise Community, with the goal of serving as a model for broader replication in OED's support to rural and urban communities. The outcomes could additionally serve as a template for best practices for communities across the nation, according to a statement from OED.



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\$14 million headed to Utah from production of 'High School Musical' reboot

Utah once again will be the location for a “High School Musical” production, this time a 10-episode series expected to spend \$14.7 million in the state.

The Governor’s Office of Economic Development (GOED) board, at its October meeting, approved a tax credit incentive of up to \$3.7 million for Horizon Productions Inc. for “High School Musical: The Musical,” scheduled to film early next year.

“If you were to ask me, ‘What is the one production company that has made the biggest impact on Utah?’ I would say it would be the Disney Channel and their parent company, Walt Disney,” Virginia Pearce, director of the Utah Film Commission, told the GOED board. “They have shot over 40 features and television series here since the early ’80s. They’ve spent close to \$200 million in the state. Hundreds — thousands, probably — of jobs. They hire local, they use local resources. They’ve really been a fantastic partner with us.”

The first “High School Musical,” a TV show, filmed in Utah in 2005 and was released in 2006. A TV sequel followed in 2007 and a feature film was released in 2008, with both shot in Utah. Much of them were shot at East High School in Salt Lake City.

“We broke all cable TV records on the premier of ‘High School Musical 2,’” Susette Hsiung, executive vice president of network production management and operations for Disney Chan-

nels Worldwide, told the board. “Twelve years later, East High is still a tourist attraction.”

The newest installment will be shown on Disney’s upcoming direct-to-consumer streaming service. GOED documents indicate it will have five cast members, 281 crew members and 3,800 extras. Principal photography is set for Feb. 19-June 28.

The new series will be told in documentary style and follow a group of East High students as they stage a performance of “High School Musical,” “only to realize that as much drama happens off-stage as on-stage,” the documents say. The series is written by novelist, screenwriter and former Broadway performer Tim Federle and executive-produced by Tim Federle, Oliver Goldstick (“Pretty Little Liars”), Bill Borden and Barry Rosenbush (the “High School Musical” movies).

Hsiung said 22 Disney Channel Original Movies (DCOMs) have been shot in Utah, including the three “High School Musical” productions. The third season of “Andi Mack,” also the recipient of a Utah tax credit incentive, is currently in production in the state. Hsiung said production officials have discovered “a conscientious crew, positive attitude, family values, beautiful locations and film-friendly schools and neighborhoods” in Utah.

All three “High School Musical” productions received incentives from GOED. The first had



East High School in Salt Lake City has been the location for much of the shooting of three previous “High School Musical” productions. A fourth installment, a 10-episode series, was approved for an incentive to shoot in Utah.

an incentive of \$263,682.17 based on in-state spending of more than \$2.6 million. The second received an incentive of \$500,000 based on spending of more than \$5.4 million. The third incentive was \$2 million, based on spending of nearly \$13.4 million in Utah.

In all, 40 Disney projects have been filmed in Utah over the past two decades, including “John Carter” and “The Lone Ranger.” They have spent \$175 million in the state

and created more than 3,500 local jobs.

“Visitors still make special trips to Utah to see where ‘High School Musical’ was filmed and we’re incredibly proud of its resonating impact with generations of young people,” Pearce said in a prepared statement. “We’re thrilled to introduce a fresh take on this classic story and continue to support Disney’s production here in Utah.”

J-B Weld buys FiberFix brand

Marietta, Georgia-based J-B Weld Co., a developer and marketer of adhesives for the do-it-yourself consumer, has purchased the FiberFix business unit from Spark Innovation LLC in American Fork. FiberFix manufactures pre-impregnated repair wraps, repair tapes, specialty adhesives and patches sold under the FiberFix, Heat Wrap, Rigid Patch, Flex Patch and 10X Tape brand names.

Eric Child, CEO of Spark Innovation, said, “FiberFix first appeared on ‘Shark Tank’ in 2013 and within five years has grown into a full family of products available in over 20,000 retail locations around the world. We believe J-B Weld is the perfect company to lead FiberFix repair solutions to incredible long-term success.”

“We’re excited and pleased to add the FiberFix family of products to our portfolio,” said Chip Hanson, chairman and CEO of J-B Weld. “Since their market launch in 2012, and successful debut on ABC’s re-

ality show ‘Shark Tank,’ Reed Quinn, Eric Child and the FiberFix team have grown an innovative new category of products and business that we will continue to develop and grow through our larger customer base, additional channel breadth and category-building marketing efforts.”

“We’re very proud of J-B Weld’s 50-year heritage, with continued sales growth driven by American-made quality and innovation,” Hanson said. “We’re continuing to strategically invest to expand our company and brand in multiple ways, as evidenced by this acquisition.”

Spark Innovation is a consumer product holding company and innovation incubator that provides venture capital and operating assistance to develop emerging consumer product brands. Other Spark holdings include ScreenMend, Wall Doctor, Illumibowl and CoverGrip.

J-B Weld is an employee-owned company founded in Sulphur Springs, Texas, in 1969.

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TOURISM

from page 1

the airports. They're all there, and I think that's so, so important."

That market share loss since 2015 has stemmed in part from a stronger dollar making it more expensive for people to travel to the U.S., some international economies weakening, and a proliferation of low-cost carriers in Europe making it less expensive and more accessible to fly to destinations there, he said.

International visitors' importance to the tourism industry is clear, based on several statistics, Dow said. Last year, that 76 million spent \$260 billion in the U.S. On average, the average international visitor to the U.S. spends 18 nights on a trip, spends \$4,400 per person each visit, and is 71 percent more likely to feel very good about America and American policy.

"The other thing we're seeing that's so good for Utah is travelers around the world are saying they want to see the authentic America," Dow said. "They want to see the national parks, they want to see the outdoors, they want to go to the experiences. Yeah, they want to go to Disney-

land and Disney World, but they want to now get outside and see the real America and all the things to see in the great outdoors. So, I think that bodes well for you."

Among Dow's concerns regarding domestic travel is tourists overwhelming locations to the point that locals are starting to be turned off by the huge crowds. That's true in Iceland, parts of Spain, the Sedona area of Arizona, The Hamptons and Utah, he said.

"A word that you're hearing a lot or you're probably going to start hearing a lot here in Utah is over-tourism. ... People are saying, 'We don't want those tourists. There's too many of them. Tell them not to come here.' And it's important that we really work on what is the balance between tourism and the economy and what they contribute," Dow said.

"So it's how to get the balance, how to get these folks not only just to look at the places they've always come to in Utah, but how to move them out to the other counties, how to explore the rest of Utah and find other places and new venues and all of that, and get to see more of what the state has to offer, so that way everybody wins."

Natalie Gochnour, director of

the Kem C. Gardner Policy Institute at the University of Utah and the chief economist at the Salt Lake Chamber, listed congestion among her worries for the Utah tourism industry. Congestion exists in urban centers, St. George, canyons and national parks, she said.

"It's really, I think, catching the eyes of residents, changing their behavior, and I'm sure it's also affecting our visitors," Gochnour said.

Dow also said the tourism industry is suffering from the U.S. becoming a "no-vacation nation." In 2000, the average American used more than 20 days of vacation a year. That figure is now about 16 days, and the nation's workers' total unused vacation days now stands at 662 million.

While Utah tourism spending has reached \$9.1 billion annually and the state has about 148,000 tourism-related jobs, Gochnour said she believes Utah's tourism industry is at an inflexion point. While the state is prosperous in many ways, including leading the U.S. in job growth and with leisure and hospitality being the second-fastest-growing major industry during the past year, there are concerns beyond over-tourism. Among them are that eight ru-

ral counties — traditionally reliant on energy production as their main economic driver — are now economically contracting. But tourism represents an opportunity for them, she said.

"And it's creating a very interesting dynamic because they don't really know what to do about it because it's been, like, nine years since the Great Recession," she said. "They don't know what to do about it. It doesn't look like energy prices are coming back anytime soon. They're higher than they were, but we live in a new environment for natural resources, and I'm seeing more of a willingness to think in a more-imaginative, expansive way about how tourism can help these counties."

Overall, Dow described tourism as a strong but fragile industry. The aftermath of the 9/11 tragedies proved that the industry can be "brought to its knees," he said. "And we began to understand how related travel and tourism is to the global economy, how everything that happens around the world kind of starts when people make a trip."

When people travel, they spur economic development in many ways, he said, including at restaurants, for entertainment and

sports, at retail outlets and small businesses, and even in manufacturing, construction, real estate, financial services and education.

"Nothing happens until someone first goes on a trip," Dow said. "We're the front door of economic development."

FORUM

from page 1

est-growing export economies. For this to continue, Utah companies must be equipped with the necessary skills to compete on the global business stage," said Derek Miller, president and CEO of the Salt Lake Chamber. "Any business looking to succeed in the global marketplace should without a doubt attend this event."

"Now more than ever, Utah is open for business. We have become one of the best places for business internationally," said Val Hale, executive director of GOED. "Exports in Utah have doubled over the past decade, and that number continues to increase. The Utah Global Forum is an opportunity to learn from key leaders on ways to connect with the world's customers."

Forum details are available at utahglobalforum.com.

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ASSOCIATIONS

The **United States Chamber of Commerce** has appointed **Maxine Turner** to its Education, Employment and Training Committee, which analyzes and recommends policy on education and workforce development issues. Specifically, the committee is responsible for the development of policies concerning early childhood education, pre-K-12 education, postsecondary education, career and technical education, the public workforce development system, incumbent worker training and lifelong learning. Turner has served as the national chair on the chamber's Council on Small Business for the last 2 1/2 years and on the U.S. Chamber of Commerce board for over two years. She also has been active in the Salt Lake City Chamber. Turner is the founder of the U.S. Welcome Pavilion and has been active in Park City Chamber Bureau, Sandy Chamber Advisory Council, Salt Lake City Convention & Visitors Bureau, the Salt Lake Community College Culinary Board, Salt Lake Community College Foundation Board and the board of Junior Achievement. She also has more than three decades of experience in the food service industry.



Maxine Turner

He has 18 years of banking experience, including 13 years with People's Intermountain Bank and Bank of American Fork. Jones has been involved with loan and deposit generation through various commercial and retail outlets in his career. Most recently, he grew loan and deposit totals in the Salt Lake and Davis counties as manager of the bank's Northern Region. He was also instrumental in establishing a treasury services department at the bank. Jones' education includes a bachelor's degree in economics from the University of Utah. Baum was hired as vice president and manager of treasury management. He has over a decade of experience in treasury management. He previously held the position of territory manager covering several states and regional manager covering the entire West for a manufacturing firm in Chicago. His past also includes small-business ownership in a commercial design firm and a small chain of deli-style restaurants. Baum attended the University of Utah and received his bachelor's degree in business administration from the University of Phoenix. Nielson was hired as assistant vice president and director of data warehousing. He has 10 years of banking experience, specializing in data warehousing. Nielson holds a B.S. in computer science from Utah Valley University and an MBA in finance from Brigham Young University. Despain was hired as assistant vice president and director of financial planning. He has been in the financial services industry for more than 13 years, having experience with brokerage firms and fintech companies. He has a bachelor's degree in finance from Brigham Young University.

Bank of American Fork, has promoted **Ryan Jones** and hired **Michael Baum**, **Anthony Nielson** and **Jeremy Despain**. Jones has been promoted to senior vice president and chief lending officer.



Ryan Jones



Michael Baum



Anthony Nielson



Jeremy Despain

Walmart, where he served as vice president of compliance for Walmart's Health and Wellness business. He previously was a partner in Sidley Austin LLP for more than a decade, where he handled government and internal investigations across the United States, Europe and Asia. He also served as U.S. attorney for the District of Utah and served as U.S. Sen. Mike Lee's chief counsel on the Senate Judiciary Committee. Barlow's education includes a B.A. degree from Brigham Young University.

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tion of the district's 20-member energy committee. The district's overall annual energy consumption has had a 16 percent reduction against a 2006 benchmark. The **Most Improved Energy Star Score** award was earned by **VCBO Architecture**, which saw its Energy Star score increase nine points (from 77 to 86) over two years. VCBO monitors its energy consumption with the EPA's free online software Portfolio Manager, which VCBO uses to assess the impact that their efforts are having on the energy performance of their building. The **Energy Efficiency Champion** award winner is **Vestar**, owner of The Gateway. When Vestar bought The Gateway in spring 2016, it implemented immediate, major upgrades, including energy-efficiency enhancements and carbon-reduction initiatives throughout the property. It partnered with Lux Energy Group to create a comprehensive program of energy optimization projects. Last year, The Gateway eliminated more than 2,300 metric tons of carbon emissions and has realized a \$275,000 reduction in annual energy costs.

• **DoTerra International**, a Pleasant Grove-based essential oils company, recently recognized **Kristin Van Wey** with its **Elevation Award** for her work with the "Let's Empower Women" initiative. Van Wey is a doTerra wellness advocate. The "Let's Empower Women" training program delivers face-to-face fertility and health training to communities that are experiencing unsustainable energy costs.



Kristin Van Wey

MILESTONES

• **HireVue**, a Salt Lake City-based talent assessment suite and video interviewing solutions company, has surpassed 8 million on-demand video interviews. Its more than 700 customers interview nearly 1 million people every 90 days in more than 180 countries and in 32 languages.

REAL ESTATE


• **Colliers International** has executed the sales of the former Xactware campus in Orem to **Central Utah Water**, which will use the campus as its corporate headquarters. Financial terms were not disclosed. The campus includes two buildings totaling over 92,042 square feet of Class A office space. Brandon Fugal and Cody Black from Colliers International brokered the transaction.

• **Richmond American Homes of Utah Inc.**, a subsidiary of M.D.C. Holdings Inc., has opened **Vistas at East Gate**, a new community in Layton. The community has two-story floor plans with three to seven bedrooms and up to approximately 2,490 square feet.

RECOGNITIONS

• **Salt Lake City's Department of Sustainability** has announced four winners of the **2018 Elevate Buildings Awards**, highlighting organizations that have taken action to enhance the energy performance of their buildings through innovative programs and efficiency upgrades. The **Energy Project of the Year** is at **University of Utah Health**. Throughout 2017, the Hospital Facilities & Engineering at University of Utah Health undertook a six-phase project that would replace 1,831 fixtures with new LED lighting. The **Energy Management Program** award went to **Davis School District**, which incorporates energy efficiency efforts across all of its 100-plus facilities under the direc-

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EXPANSIONS

• **Sundance**, a Salt Lake City-based retailer of apparel, footwear, jewelry, accessories, art and home décor, has opened a store in Deer Park, Illinois. The store in the Deer Park Town Center is the second of four stores to open across the country by year-end.

LAW

• **Dorsey & Whitney LLP** has hired **David Barlow** as a partner in its Trial Group and Government Enforcement & Corporate Investigations Practice Group in Salt Lake City. He also will regularly work from the firm's office in Washington, D.C. Barlow's practice will focus on government and internal corporate investigations as well as business litigation, with particular emphasis on pharmaceutical, medical device and mass tort matters. He joins Dorsey from



David Barlow

BANKING

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Industry Briefs

from previous page

able and unwanted pregnancies, which often result in child labor and trafficking as well as increased poverty. As part of the program, Van Wey commissioned and developed a Lunar Essential Tracker Bracelet to accompany family planning training. The bracelet is an education tool to assist women and their partners in monitoring their monthly cycle, including their most fertile days.

- The **Salt Lake City Regional Athletic Complex (RAC)** was recognized as one of the best soccer facilities in the U.S. by *Connect Sports* magazine. The RAC, with its 16 sand-based fields on 140 acres of land in Salt Lake City, received the second spot on a ranked list of nine athletic facilities across the country. The RAC opened in April 2016. The rankings were determined by an online survey conducted by *Connect Sports* in which respondents voted for their pick as the top facility to host soccer tournaments.

- **Discovery Gateway Children's Museum's** leadership staff and members of the board's executive committee have selected



Erin Litvack

to receive the **2018 Community Bee Award**. The honor recognizes a community partner whose work connects with the museum's mission and improves the lives of children. Litvack is deputy mayor of county services and chief administrative officer for Salt Lake County. She was selected for her role in developing the county/museum relationship during Discovery Gateway's founding, sharing the desire to provide residents of the county with a quality children's museum over the last 13 years, and, in recent years, her support of the new leadership team and strategic direction.

RETAIL

- **SRE Group** has opened a **Jiffy Lube** service center in Provo. It is the company's 29th Jiffy Lube location. The four-bay Jiffy Lube Multicare facility provides services including brakes, tires, engine diagnostics and oil changes.

RURAL UTAH

- The **Governor's Office of Economic Development**

(GOED) board, at its October meeting, endorsed a pair of **Rural Fast Track** grants. **Fierce Products**, located in Gunnison in Sanpete County, was endorsed for a \$50,000 grant to help the company purchase equipment to expand operations, including lathes, a mill, laser engravers, paint booths and ovens. The \$116,992 project is expected to result in five new full-time positions. **Pop's Bistro**, in Blanding in San Juan County, was endorsed for a \$50,000 grant to help the company expand and purchase a building. The \$222,000 project is expected to result in one new full-time position. The grants had been approved by the Governor's Rural Partnership Board.

SERVICES

- The **Forbes M+A Group**, a Colorado-based transaction advisory firm, has hired **Garit Lawson** as a managing director who will head the firm's new Utah office in Salt Lake City. He specializes his transactional services in technology-enabled manufacturing, consumer products and business services. A Utah native, Lawson has more than 20 years of experiences as a mergers and acquisitions professional. Prior to joining Forbes, Lawson managed the Mergers and Acquisitions Advisory Services Group at Colliers International, formerly Coldwell Banker Commercial Advisors. He began his M&A



Garit Lawson

career at Interwest Acquisitions Advisors. Lawson also has founded and operated companies in the consumer and business services industries, and consulted to pharmaceutical, biotechnology, and high-tech companies. Lawson received his master's degree from the University of Utah in business administration and organizational development.

SPORTS

- **Athletic Republic**, a Park City-based sports performance training franchise, has hired **John Brenkus** as the company's first-ever chief sport science officer. Brenkus is a six-time Emmy Award-winning creator and former host of "ESPN Sports Science." In addition to his duties at Athletic Republic, Brenkus has also launched Soul and Science, a new property that explores the tangible and intangible aspects of high performance in every field. He also hosts the podcast "The Brink of Midnight" and has also written a best-seller called *The Perfection Point*.

TECHNOLOGY/LIFE SCIENCES

- **Lucidchart**, a South Jordan-based visual communication company, has hired **Cara Frisbie** as vice president and general counsel and **Elliot Smith** as senior vice president of finance. Frisbie is a corporate governance and transactional lawyer. Before joining Lucidchart, she represented Silicon Valley venture investors and startups from inception to exit at Am Law 100 firms. She also spent several years focused on international capital market



Cara Frisbie



Elliot Smith

transactions while living in Singapore and Sydney and served as the chief operating officer of a private company in the environmental trading space. Smith has nearly two decades of finance, operations and strategy experience. He previously served as chief financial officer at InsideSales.com. Before that, he led finance and operations for Ancestry business unit AncestryDNA.

• **RiskRecon**, a Salt Lake City-based vendor monitoring solution company, has hired **Kim Ann King** as vice president of marketing and **Jon Whitlock** as director of partner programs.



Kim Ann King



Jon Whitlock

King, a veteran of the Boston start-up scene, has helped to launch and grow several organizations, including Open Market, Akamai Technologies and Bit9, now known as Carbon Black. Whitlock has extensive channel development and alliance experience. He recently led Carbonite's global channel sales and programs and, prior to that, built and managed Kaspersky Lab's North America channels. RiskRecon also said it has opened a second office, in Draper, to accommodate its growing operations, development and marketing staff.

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NOV. 8
MAINE

NOV. 15
MISSISSIPPI VALLEY STATE

DEC. 1
TULSA

DEC. 17
FLORIDA A&M

DEC. 21
NORTHERN ARIZONA

DEC. 29 RED OUT
NEVADA

JAN. 10
WASHINGTON

JAN. 12 E-SPORTS NIGHT
WASHINGTON STATE

JAN. 20
COLORADO

JAN. 31 THROWBACK NIGHT
OREGON

PAC-12 CONFERENCE PLAY

FEB. 2 HUNTSMAN STRONG
OREGON STATE

FEB. 14 RED OUT
ARIZONA

FEB. 16 BLACK OUT
ARIZONA STATE

MAR. 7
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PAC-12 TOURNAMENT

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Calendar

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

Oct. 22, noon-1 p.m.

Cyber Lunch & Learn Series titled "Why Should You Care?" a Salt Lake Chamber event. Representatives from breached companies, along with legal and insurance professionals, will speak on the implications and consequences of not being cyber-secure. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600, Salt Lake City. Free. Details are at slchamber.com/cyber.

Oct. 23, 8-10 a.m.

Digital Marketing Academy, a Sandy Area Chamber of Commerce series on three consecutive Tuesdays and taught by representatives from Firetoss. Classes are "SEO & Maximizing Web Traffic" on Oct. 23; "Pay-Per-Click Advertising, Google AdWords, Facebook Ads and Programmatic Display Advertising" on Oct. 30; and "Developing a Comprehensive Online Marketing Strategy" on Nov. 6. Location is Salt Lake Community College Miller Campus, MPDC 226, 9750 S. 300 W., Sandy. Cost is \$75 for members, \$150 for nonmembers. Registration can be completed at Eventbrite.com.

Oct. 23, 8 a.m.-6 p.m.

"2018 WeROC: Women Entrepreneurs Realizing Opportunities for Capital," a VentureCapital.org event featuring information about the secrets behind fundraising and overcoming issues and perceptions that you may not even know. Keynote speaker is Trish Costello, founder and CEO of Portfolia. Location is Salt Lake Community College, Miller Conference Center, 9750 S. 300 W., Sandy. Registration can be completed at Eventbrite.com.

Oct. 23, 10-11 a.m.

"The Art of Negotiation," a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber Office, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordan-chamber.com.

Oct. 23, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a Murray Area Chamber of Commerce event. Speaker is Mary Crafts-Homer, founder of Culinary Crafts. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Details are at sandy-chamber.com.

Oct. 23, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at ogdenweberchamber.com.

Oct. 23, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speakers Andrea Clarke and Christy Allen will discuss "I Married An Entrepreneur." Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Oct. 23, 5:30-7:30 p.m.

Business After Hours, a Holladay Chamber of Commerce event. Location is AR Workshop, 2282 E. Murray Holladay Road, Holladay. Details are at holladaychamber.com.

Oct. 24, 7:30-9 a.m.

Employer Seminar, an Ogden-Weber Chamber of Commerce event. Speaker Bob Coursey, an employment law attorney at Employers Council, will discuss "Dealing with Substance Additions (Including Opioids) in the Workplace." Location is Ogden-Weber Chamber of Commerce, 2380 Washington Blvd., Ogden. Free, and open to the public. Details are at ogdenweberchamber.com.

Oct. 24, 8-9:30 a.m.

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

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

11th Annual Women Tech Awards, a Women Tech Council event. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Registration can be completed at Eventbrite.com.

Oct. 24, 6-8 p.m.

Business Academy (Class Eight), a Utah Hispanic Chamber of Commerce event that is part of a 10-week program. Location is Ogden Weber Technical College, Cross Hall, Building 2 HT, 200 Washington Blvd., Ogden. Free for

chamber members. Registration can be completed by contacting esmeralda@utahhcc.com or (801) 532-3308. Details are at utahhcc.com.

Oct. 25, 8-11 a.m.

"Harassment Prevention for Managers and Supervisors," an Employers Council event that will discuss the term "hostile work environment" and the difference between inappropriate conduct and illegal harassment, along with how to respond properly and prevent retaliation claims. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130. Details are at employerscouncil.org.

Oct. 25, 9-10:30 a.m.

"Creating Great Digital Marketing on a Small Budget," a Women's Business Center event. Speaker is Emily Ashby. Location is Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

Oct. 25, 10 a.m.-noon

"Government Contracting," a U.S. Small Business Administration event. Location is the Wallace Bennett Federal Building, 125 S. State St., Room 2222, Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

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

Luncheon Series, a ChamberWest event. Speaker Ryan D. Nelson, Utah president of Employers Council, will discuss "Medical Marijuana in Utah: How to Prepare Your Business." Location is Embassy Suites, 3524 S. Market St., West Valley City. Cost is \$20 for members with RSVP. Details are available at (801) 977-8755 or chamber@chamberwest.com.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Location is Twigs Bistro, 6223 S. State St., Murray. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

Oct. 25, 4-6 p.m.

ACG Utah After Hours. Location is Topgolf Utah, 920 Jordan River Blvd., Midvale. Cost is \$20 for members, \$35 for nonmembers. Details are at <https://www.acg.org/utah/events/acg-utah-after-hours-topgolf> or by contacting Linda Blake at linda@acgutah.org or (801) 359-8613.

Oct. 25, 5-7 p.m.

Business After Hours, a Salt

Lake Chamber event. Location is Neighborhood House, 1050 W. 500 S., Salt Lake City. Cost is \$7 for early-bird members, \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

Oct. 25, 6-7 p.m.

Legal Clinic, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

Oct. 25, 6-7 p.m.

Health Insurance Clinic, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

Oct. 25, 6-7 p.m.

Accounting Clinic, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

Oct. 25, 7-8:30 p.m.

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location is 801 Center, 1055 S. North Temple, Salt Lake City. Free. Details are at utahhcc.com.

Oct. 26, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Murray Councilman Jim Brass will provide an update on Murray City happenings and take questions. Speakers are Utah Sen. Gene Davis and Salt Lake County Mayor Ben McAdams. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to everyone. Details are at murraychamber.org.

Oct. 26, Nov. 2, 8 a.m.-noon

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

Oct. 30, 8 a.m.-2:30 p.m.

"ADA: Managing Disabilities in the Workplace," an Employers Council event designed to help employers better manage disabilities in the workplace by

exploring who is disabled under the Americans with Disabilities Act. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

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

Business Women's Forum 2018. Speaker Sydne Jacques, an engineer-turned-CEO and professional speaker, will discuss "Creating Influence by Design: The Power of Mentoring." Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

Oct. 30, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speakers Kim and John Robertson, owners of ServePro of South Brevard, will discuss "Franchising Versus Owning Your Own Business." Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Oct. 30, 6-7:30 p.m.

"What Resources Can Salt Lake City Provide To Your Business?" a Utah Hispanic Chamber of Commerce event. Location is Square Kitchen, 751 W. 800 S., Salt Lake City. Registration can be completed by contacting esmeralda@utahhcc.com or (801) 532-3308. Details are at utahhcc.com.

Oct. 31, 8-9:30 a.m.

Employment-Based Immigration Briefing Sessions, an Employers Council event providing participants with a basic understanding of the complex set of employment-based immigration benefits that can provide temporary or permanent work authorization. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$59. Details are at employerscouncil.org.

Nov. 1

Ninth Annual BioUtah Life Sciences Summit, presented by BioUtah. Speakers include Dr. Jeffrey Shuren, direc-

CALENDAR

from page 9

tor of the Center for Devices and Radiological Health at the FDA; Dr. Marc Harrison, CEO of Intermountain Healthcare; Pat Jones, CEO of the Women's Leadership Institute; Gary L. Crocker, chairman of Merrimack Pharmaceuticals and president of Crocker Ventures LLC; John Knotwell, president and CEO of the Utah Technology Council; Paul Brooks, executive director of the national Regulatory Affairs Professional Society (RAPS); and Alex Butler, lead PMM for MasterControl Registrations. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$275 for BioUtah members, \$325 for nonmembers. Details are at utahlifescience-summit.com.

Nov. 1, 8 a.m.-5 p.m.

Business Technology Summit 2018, presented by Journey TEAM. Event features keynote presentations and more than 40 breakout sessions on ways to increase business value, integrate systems and further improve technology. Representatives from Microsoft, Okta and dozens of other organizations will be available to answer questions about the latest software releases, product offerings and emerging trends. Location is Megaplex Theatres at Jordan Commons, 9335 S. State St., Sandy. Cost is \$100. Registration can be completed at Eventbrite.com.

Nov. 1, 8 a.m.-3:30 p.m.

"Interviewing and Hiring I," an Employers Council event teaching a step-by-step approach for planning, conducting and evaluating a structured, behavioral interview. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

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

November Lunch Meeting, a Murray Area Chamber of Commerce event. Speaker is Amber Griffiths discussing "Your Brand." Location is Cottonwood Country Club, 1780 E. Lakewood Drive, Holladay. Cost is \$35. Details are at murraychamber.org.

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

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

Nov. 1, 6-7:30 p.m.

"Start Smart," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

Nov. 1, 6:30-8:30 p.m.

"Unlocking Your Potential: Strengths, Communication & Networking," part of the Utah Women & Leadership Project's Speaker & Dialogue Series. Keynote speaker Astrid Tuminez, president of Utah Valley

University, will share insights on the importance of education and leadership for girls and women. Workshops are "Asking for What You Want (And Not Feeling Guilty About It)"; "Making Connections: How to Build a Strong Network for Women"; and "What is Your Super Power? Discover Your Strengths as Young Women." Location is Utah Valley University's Sorensen Center Grand Ballroom, 800 W. University Parkway, Orem. Free. RSVPs can be completed at www.utwomen.org.

Nov. 2, 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." Location is Mimi's Café, 5223 S. State St., Murray. Open to the public. Free unless ordering from the menu. Details are at murraychamber.org.

Nov. 2, 8-9 a.m.

Silicon Slopes Breakfast featuring Andy Stroman, founder of CampSaver.com. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Details are at siliconslopes.com.

Nov. 2, 8-10 a.m.

First Friday Face-to-Face, a West Jordan Chamber of Commerce business-to-business networking event. Location is the Megaplex Theatres at The District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at <http://firstfridaysnetworking.com/>.

Nov. 2, 8-10 a.m.

Friday Forum, a Utah Valley Chamber event. Location is Zions Bank Building, 180 N. University Ave., Provo. Details are at thechamber.org.

Nov. 2, 8:30-11:30 a.m.

"Grow Your Business: Phase I," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

Nov. 6, 9 a.m.-4:15 p.m.

Advanced Business Practices Workshop, an Aspire Institute event designed for residential remodelers, custom home builders and general contractors. Theme is "Stop the Madness! Where Profit Really Comes From." Event will address key areas in the professional builder's business, including how different business models affect profitability; differentiating from the competition; attracting the right customers in the Digital Age; and finding, hiring and keeping top employees in a challenging hiring market. Location is DoubleTree by Hilton Salt Lake City Airport, 5151 Wiley Post Way, Salt Lake City. Cost is \$295 per company. Details are at www.aspireworkshop.com or (888) 252-8998.

Nov. 6, 9 a.m.-noon

"Cash Flow is King: How to Manage Your Company's Cash like a Pro," a Small Business Development Center (SBDC) event. Location is Corporate Partnership Center, MCPC 102, 9690 S. 300 W., Sandy. Details are at <https://utahsbdc.org/trainings>.

Nov. 6, 11:30 a.m.-1 p.m.

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

Nov. 6, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speaker Karl Sun, founder and CEO of Lucid, will discuss "What I Wish I'd Known." Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Nov. 7, 3:30-5:30 p.m.

Business Connections, a

ChamberWest event focusing on relationship-building and business connections, featuring opportunities to present your business and two 10-minute presentations. Free for ChamberWest members, \$50 for nonmembers. More information and location details are available at (801) 977-8755 or chamber@chamberwest.com.

Nov. 7, 7:30-9 a.m.

Early B.I.R.D. Business Primer, an Ogden-Weber Chamber of Commerce event. Speaker Slade Opheikens, president and CEO of R&O Construction, will discuss "Lessons Learned: Managing a Business in Good and Bad Times." Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

Nov. 7, noon-1 p.m.

Cyber Lunch & Learn Series titled "Where Am I?" a Salt Lake Chamber event featuring a baseline inventory assessment and a self-assessment checklist for your own organization. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600, Salt Lake City. Free. Details are at slchamber.com/cyber.

Nov. 7, 3-4:30 p.m.

"Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Nov. 7, 6-8 p.m.

Business Academy (Class Nine), a Utah Hispanic Chamber of Commerce event that is part of a 10-week program. Location is Ogden Weber Technical College, Cross Hall, Building 2 HT, 200 Washington Blvd., Ogden. Free for chamber members. Registration can be completed by contacting esmeralda@utahhcc.com or (801) 532-3308. Details are at utahhcc.com.

Nov. 8

Utah Global Forum, presented by World Trade Center Utah, the Governor's Office of Economic Development and the Salt Lake Chamber. Theme is "Utah - Crossroads of the World," chosen in anticipation of three major state projects: the opening of the new Salt Lake City International Airport, the expansion of Utah's burgeon-

see CALENDAR page 14



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Business Tech

Team members' behaviors more often reason for IT project failures

Companywide growth and efficiency stem from a seamless IT team deploying projects in a timely and efficient manner. Just about every modern business is scrambling to harness the potential of digital technology to gain a competitive edge in today's market. Whether it's improving the speed of delivery, scaling the business to increase revenue or enabling employees to innovate and deploy products quickly, businesses are engaging in an abstruse array of initiatives.

Human factors are becoming a major cause of IT project failure. As technology increases capacity while declining costs, the factors of technology being a failing point is drastically fading. Project team members' behavior — be they directors, project managers, software developers or analysts — have more influence on the project outcomes than other factors such as risks or external constraints. Consider how to counteract the common human factors that ultimately sidetrack projects:

Poor Project Specifications

Perhaps one of the most frequent reasons why projects fail, having unclear requirements creates a gap between what has been specified and what is the actual problem that needs to be solved. Usually, project requirements are drafted to inform the consultant or vendor exactly what the client thinks is required to solve a specific problem. The problem lies in that there is often little to no consideration given to the desired output, which may be different.

Often, the output is not satisfied by the prepared specifications.

Another example of how poor project specifications results in project failure is when scope creep enters the equation. The project team provides a scope of work to be performed, it is agreed upon, yet the details are tweaked or changed drastically on the whim to accommodate several requests to cram more layers or features into a project.

This usually results in a project that can no longer be executed in its entirety as initially specified, dooming the modified version for failure.

Underestimated Implementation Requirements

Most projects are under some type of constraint, though it is rarely acknowledged. The most frequent constraint is financial, more particularly in the form of underestimated costs. Projects can also fail because of inadequate resources, unobtainable timelines, overlooked requirements or unanticipated issues, to name just a few.

Not Enough User Exposure

Involving end users early and frequently in IT projects which are to be used by the wider organization is a critical process to ensure projects are not implemented in a vacuum. Often, users only interact with project outputs during the final stages of a project. Projects are unable to benefit from the users' practical input on what their specific needs are and how they might use the solution which is being implemented. By

bringing in end users toward the end of a project, more difficult challenges arise trying to change or adjust certain features which could have easily been altered had they been engaged at an earlier stage. This results in insufficient buy-in to the solution and to the extent which a project is considered a success.

Insufficient Change Management

Lastly, if there are ever major changes to be introduced, equal

consideration should be given to the corresponding change management process to transition employees from the current systems to the new one to be implemented. Managing the transition is all too often seen as an afterthought, when in reality, it mandates careful and coordinated implementation. If done too late, employees tend to already have their heels dug in, evidence that your implementation and adoption of new systems is doomed for

issues.

There is no question that IT modernization is desperately required to stay competitive in business. Clearly defining requirements and setting expectations early can help eliminate the chances your IT projects encounter unwanted complications.

David Black is the director of business development for Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.



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Opinion

Even if it's highly ranked, your state may not be fiscally sound

It's that time of the year again when we find out how deep in the red our country is, thanks to the 2018 edition of the Mercatus Center State Fiscal Rankings. The study authors, Eileen Norcross and Olivia Gonzalez, find that when you rank states by their fiscal health, you can identify the best and worst state. But the scariest finding is that no state is really fiscally healthy.

Norcross and Gonzalez are very transparent about each decision behind the study methodology. They use states' own audited financial data to create five different indices (cash solvency, budget solvency, long-term solvency, service-level solvency and trust-fund solvency) to analyze and create the overall ranking. The final product is the result of many factors and deliberative choices.

Based on the most recent government data available for all states, this year the top five most fiscally solvent states, from one to five, are Nebraska, South Dakota, Tennessee, Florida and Oklahoma. One thing these states have in common is that they have some cash on hand and relatively low short-term obligations. That makes them

relatively healthier than others.

(Editor's note: *The Enterprise* reported last week that the study ranked Utah No. 8 in fiscal solvency with relatively high cash-on-hand and low short-term-obligation ratings.)

The bottom five states in terms of fiscal solvency, from 46 to 50, are Kentucky, Massachusetts, New Jersey, Connecticut and Illinois. These states face large debt obligations and have too little cash on hand to pay short-term bills. It doesn't take a professional accountant to understand that those bad fiscal habits could spell disaster for states during a recession or emergency.

Again, the study's most important finding is that being at the top makes you healthier than others by comparison but not necessarily healthy overall. In fact, the authors show that every single state would be in trouble if another financial crisis were to happen.

For instance, the data show that long-term liabilities have increased over time on average, with a pretty big jump since 2015. This is partly due to a recent transparency requirement by the Governmental Account-

ing Standards Board that makes states report unfunded pension obligations on their balance sheets. Under the older standards, states didn't have to report the true size of their pension liabilities. To understand the impact of this change, consider the following: From 2006 to 2014, long-term liabilities per capita grew by about 4 percent annually, on average. Between fiscal year 2015 and fiscal year 2016, that average ballooned by a sobering 54 percent.

The older standards were obviously inadequate to expose the true size of the pension liabilities faced by most states. The new standards, however, aren't perfect either. For instance, until next year when a new requirement will come into effect, states haven't had to report their healthcare liabilities, which allowed them to appear more fiscally fit than they truly were and are.

Look at Nebraska, the state in first place overall. Upon closer inspection, the state ranks 37th in budget solvency, which means that it spent more money than it made in tax revenue in 2016. Nebraska's pensions show that it's in a worse position than advertised. The state reports unfunded pension liabilities of \$1.17 billion. Yet when valued on a true market basis, it's actually underfunded

by \$20.9 billion. Nebraska does better than most states on underfunding pensions, but it has room to improve. Its weakening budget position and growing unfunded pension obligations place more pressure on fiscal health than its top rank lets on.

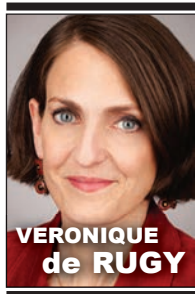
Just because your state is ranked higher doesn't mean you're ready for a downturn.

Alaska is another interesting case study. The state was on the top of the ranking for several years in a row, due to its oil revenue. However, in previous reports, Norcross and Gonzalez warned that an overreliance on oil and the restrictions put on the use of oil revenue could be problematic in an age of decreasing oil prices. Sure enough, a drop in oil prices confirmed their fears. Alaska's fiscal ranking slid from first to 11th in just two years.

For this reason, I'd caution the healthier-ranked states to temper their excitement. That top ranking is a little like a kid bragging about getting the best grade in math when it's a C-plus and the class average is closer to an F.

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

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If we're having a cold war against China, it must be won at home

The Trump administration's most significant and lasting decisions will be about U.S. policy toward China. Far more consequential than even the Supreme Court's composition or immigration policy is whether the 21st century will be marked by conflict or cooperation between the two most prosperous and powerful countries on the planet. The last time there was such a question — when Britain confronted a rising Germany 150 years ago — it did not work out so well.

Since the end of the Cold War, we have lived in an era of almost no genuine great-power competition, which has led to the emergence of a dynamic global economy and a huge expansion of international trade, travel, culture and contact. All this happened under America's uncontested supremacy — military, political, economic and cultural.

That age is over. Twenty-five years ago, China made up less than 2 percent of global GDP. Today that figure is 15 percent, second only to America's 24 percent. In the next decade or so, the Chinese economy will surpass the size of America's. Already, nine of the 20 most valuable technology companies in the world are based in China. Beijing has also become far more active on the global stage, ramping up its defense spending, foreign aid and international cultural missions. Its Belt and Road Initiative — infrastructure investment in dozens of countries — will ultimately be at least seven times larger than the Marshall Plan, if not far more, in inflation-adjusted terms.

The Trump administration has many

of the right instincts on China. Beijing has taken advantage of free trade and America's desire to integrate China into the global system. The administration is right to push back and try to get a fundamentally different attitude from China on trade. But instincts do not make for a grand strategy.

Were Washington to be more strategic, it would have allied with Europe, Japan and Canada on trade and presented China with a united front, almost guaranteeing that Beijing would have to acquiesce. It would have embraced the Trans-Pacific Partnership as a way to provide Pacific countries an alternative to the Chinese economic system. But in place of a China strategy, we have a series of contradictory initiatives and rhetoric.

In fact, the administration seems divided on the broader issue of U.S.-China relations. On one side are people like Treasury Secretary Steven Mnuchin who want to use tough talk and tariffs to extract a better deal from China, while staying within the basic framework of the international system. Others, like trade advisor Peter Navarro, would prefer that the U.S. and China were far less intertwined. This would undoubtedly mean a more mercantilist world economy and a more tense international order. There are similar divides among geopoliticians, with the Pentagon being more hawkish (not least because it ensures huge budgets) and the State Department more conciliatory.

Vice President Mike Pence recently gave a fiery speech that came close to declaring that we are in a new Cold War with China. An outright labeling of China as the

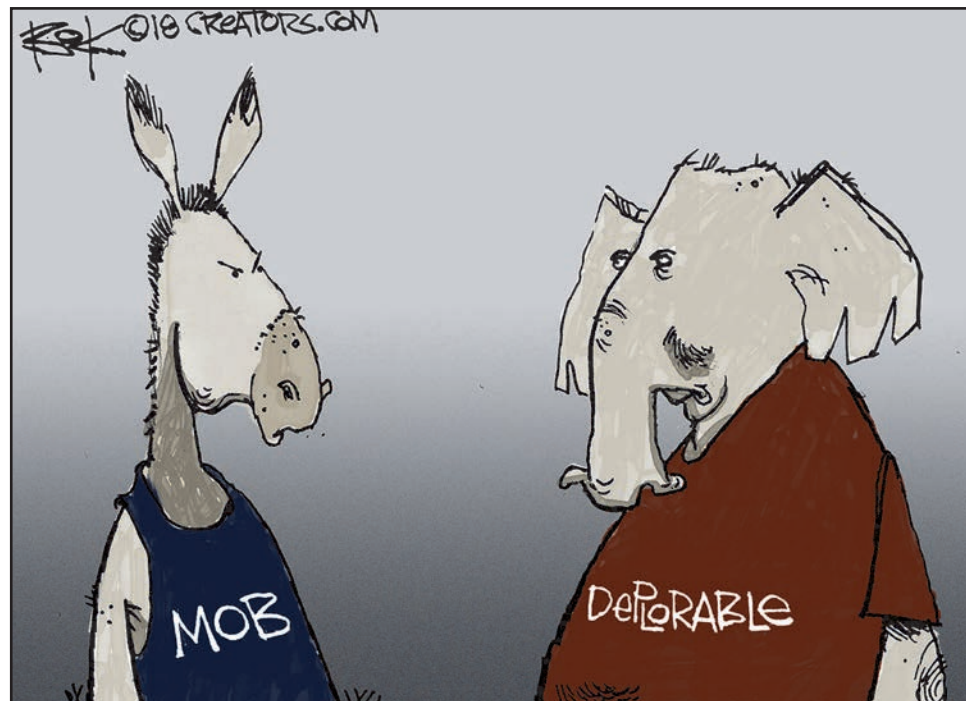
enemy would be a seismic shift in American strategy and would certainly trigger a Chinese response. It could lead us to a divided, unstable and less prosperous world. Here's hoping the administration has thought through the dangers of such a confrontational approach.

History tells us that if China is indeed now the United States' main rival for superpower status, the best way to handle such a challenge lies less in tariffs and military threats and more in revitalization at home. The United States prevailed over the Soviet Union not because it waged war in Vietnam or funded the contras in Nicaragua but because it had a fundamentally more vibrant

and productive political-economic model. The Soviet threat pushed America to build the interstate highway system, put a man on the moon, and lavishly fund science and technology.

The former head of Google China, Kai-Fu Lee, has written an important book arguing that China is likely to win the race for artificial intelligence — the crucial technology of the 21st century. He points out that China's companies are highly innovative, its government is willing to make big bets for the long term and its entrepre-

see ZAKARIA page 14



Opinion

Just how important is capitalism and the right to own private property?

I was shocked when I read an essay in *The Wall Street Journal* said that over 65 million people have been killed in the Soviet Union, China, Mongolia, Eastern Europe, Indochina, Africa, Afghanistan and parts of Latin America trying to overthrow capitalism and private property rights since 1917.

The essay was written by Stephen Kotkin, a professor of history and international affairs at Princeton University, and titled "Communism's Bloody Century." Kotkin points out that it has been 100 years since communism took over in Russia and that China, Cuba and North Korea are continuing on under communist rule today.

Owning private property gives individuals the exclusive right to use their resources as they see fit. The Constitution protects property rights mainly through the Fifth Amendment's Takings Clause, which reads "nor shall private property be taken for public use without just compensation." And that's where it gets a little tricky. Who determines what just compensation is?

On March 24, 2016, Salt Lake City Corp. filed suit against the Evans Development Group LLC. It wanted to use its eminent domain power to condemn land owned by Evans in order to exchange it for another piece of property owned by Rocky Mountain Power.



ROBERT PEMBROKE

The city had been working on a plan since 2007 to realign the railroad and needed the 2.9-acre partial owned by Rocky Mountain Power. Obviously, the Evans Development Group was not happy with these happenings and even though the documents filed by the city did not talk about compensation, I'm guessing the

Evans Group didn't think it was getting just compensation.

I don't believe that the Jews in Germany in the 1930s and the 1940s felt that they were getting just compensation either. Of course, Mr. Hitler and his cronies did not use the court of laws to line their pockets with silver and gold and they used clubs and truncheons instead. Then they shipped 6 million Jews off to extermination camps.

Back to the essay "The Communist Century." According to the author, anti-capitalism is a way for backward countries to leapfrog into the ranks of great powers. But I cannot understand the anti-capitalism frame of mind. Anti-capitalists, in my opinion, are just avoiding personal responsibility of providing a better life for themselves and their families.

Capitalism has many benefits compared to other economic systems. It creates more wealth, and rewards individual effort. Free markets are the natural state of trade. Capitalist societies do not have large black markets and capitalism promotes more nations working together, which will likely reduce the number of conflicts among them.

Capitalism and the right to own property is the means to prosperity for all. Again, I am calling on small-business owners and their employees to man the barricades. We must use our political and economic clout to get our elected officials to do the right thing.

I would like to suggest that each small-business owner put together an action plan

that educates his or her employees on why capitalism and the right to own property is so critical to them and their families' future. The best and simplest way to do this is for the small-business owner to contact the leaders of their trade associations to tailor a blueprint for a series of classes that can be given to the small-business employees and their families.

The Khan Academy, a nonprofit educational organization in California, has done a lot of spade work that the trade associations could use as the foundation for their seminars. The academy's series of classes about the military, religious and cultural impact of the Crusades on Europe and the Middle East is fantastic.

In these classes, the Khan Academy details the impact of moments that spanned centuries and continents across social lines and affected all levels of culture. Now is the time to act, small-business owner. So, just do it.

Robert Pembroke is the former chairman and CEO of Pembroke's Inc. in Salt Lake City.

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from page 1

sured since 2010. It is also a full percentage point higher than the highest measured national year-over-year CPI growth since 2011.

Increases to housing prices made up about half of the year-over-year increase in the Wasatch Front CPI, followed by transportation, making up about 30 percent of the increase, and medical care, making up about 10 percent of the increase. Although prices for food at home and recreation did drop since September 2017, their combined dip only tempered the increase slightly.

"The price increases we see here in Utah are due to the combination of rapid population growth, low unemployment, strong job growth and growing wages," said Randy Shumway, chairman and partner of Cicero Group, a Salt Lake City-based market research firm that does data collection and analysis for the CPI. "Because more Utahns have more to spend on everything from housing to restaurants, prices are able to keep increasing with demand. The good news is price growth with corresponding wage and employment growth is sustainable, healthy growth."

ZAKARIA

from page 12

neers are driven and determined.

Tariffs and military maneuvers might be fine at a tactical level but they don't address the core challenge. The United States desperately needs to rebuild its infrastructure, fix its educational system, spend money on basic scientific research and solve the political dysfunction that has made its model less appealing around the world. If China is a threat, that's the best response.

Fareed Zakaria's email address is fareed.zakaria.gps@turner.com.

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CALENDAR

from page 10

ing tech sector, and the groundbreaking of the Utah Global Trade Port. Keynote speaker is Ben Stein. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details are at <http://business.utah.gov/events/event/governors-9th-annual-utah-economic-summit/>.

Nov. 8, 8 a.m.-3:30 p.m.

"Legal Issues for Supervisors and Managers," an Employers Council event reviewing key federal and state laws affecting the employment decisions that managers and supervisors make. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$245. Details are at employerscouncil.org.

Nov. 8, 11 a.m.-1 p.m.

CEO Leadership Exchange, a Utah Technology Council (UTC) event for UTC-member CEOs, owners and founders only. Speaker Jodi Hildebrandt will discuss "Workplace Drama: Understanding the Role of Victim." Location is Columbus

Community Center, 3495 S. West Temple, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Nov. 8, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Speakers are from Diamonds Direct. Location is The Union, 7176 S. 900 E., Midvale. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

Nov. 8, 3-4 p.m.

"Celebrating and Learning from Utah's Best," a Silicon Slopes event. Caleb Helper, creative director at Lucidchart, will share tactical insights gleaned from Lucidchart's viral video campaigns. Location is Lucidchart, 10355 South Jordan Gateway, Suite 300, South Jordan. Details are at siliconslopes.com.

Nov. 8, 5:30-6:30 p.m.

WordPress Workshop, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

Nov. 8, 6-8 p.m.

"Business Essentials," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

Nov. 8, 6:30-8 p.m.

Small Business Evening Roundtable, a SCORE event. Location is Sandy Library, 10100 S. Petunia Way, Sandy. Free. Details are at <https://www.sba.gov/tools/events>.

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

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

Nov. 9, 8:30-11:30 a.m.

"Grow Your Business: Phase II," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

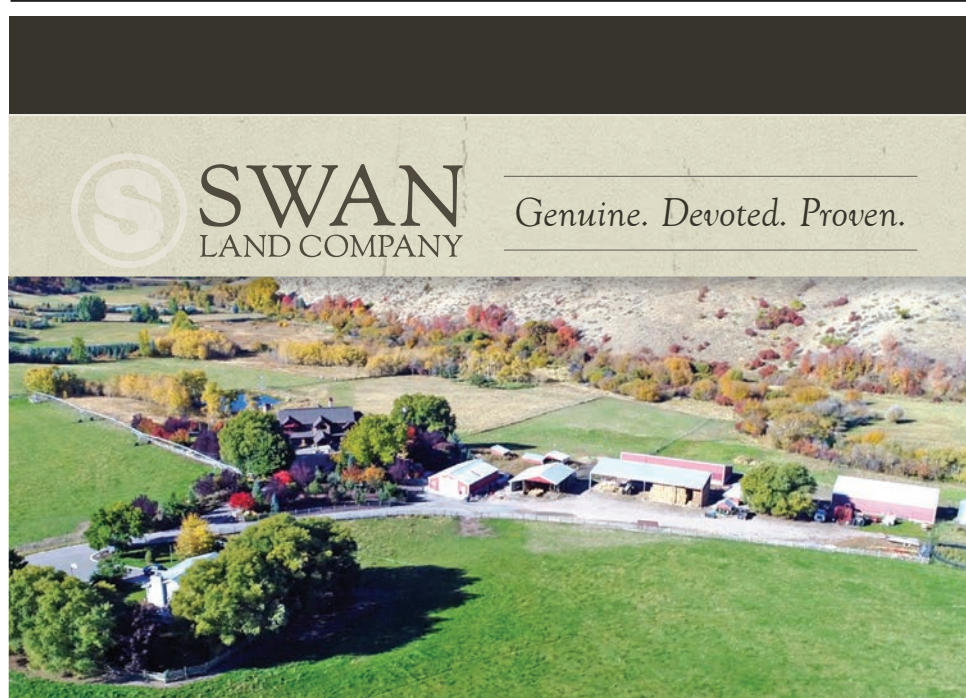
Nov. 9, noon-1 p.m.

Silicon Slopes Town Hall, with the theme "Beyond Perks." Speakers are Joe Staples, chief marketing officer at Motivosity (moderator); Dan Goldsmith, president of Instructure; Natalie Atwood, senior vice president of people at Health Equity; Scott Johnson, CEO/founder of Moivosity and founder/chairman of Workfront; and Elisa Garn, vice president of human resources and talent at Christopherson Business Travel. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Nov. 11, 7:15-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Felix Morgan, chief financial officer at Cotiviti Inc. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <https://www.acg.org/utah/events>.

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International Relief Teams Seeks Skilled Construction Volunteers

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes.

Our construction teams are currently working in Louisiana in the aftermath of last year's record floods, and anticipate we will be needed in Texas in the near future.

Although skilled construction volunteers are our first priority, we will be adding a limited number of unskilled volunteers to each team. All volunteers accepted for this assignment will be flown commercially from an airport near their home to an airport near the job site, leaving on a Sunday and returning the following Sunday. IRT will provide minivans for volunteers to use to for local transportation to and from the arrival airport and to and from the job site.

Teams will be housed at local churches or other suitable facilities. Volunteers are responsible for bringing their own bedding, towels, and toiletries. There is a \$150 volunteer participation fee to help cover airfare and local transportation costs, and volunteers are responsible for their own meals while on assignment.

Work is performed Monday through Friday (full days) and a half day on Saturday. Job assignments generally include installing windows, doors, kitchen cabinets; laying tile, linoleum, or wood flooring; building handicap ramps to the home; roofing; drywall and mudding; finish carpentry work, finishing plumbing; and other related tasks. We ask each volunteer to bring basic hand tools, such as a tool belt, hammer, pliers, putty knives, tape measure, etc. Power tools, generators, compressors, and other large specialty tools are provided by IRT and our local agency partners.

For more information, contact Brett Schwemmer (bschwemmer@irteams.org), or to apply for an assignment, fill out an online volunteer application (www.irteams.org).

About IRT: Since 1988, IRT has been actively involved in helping families in need in 68 international disasters, and 24 U.S. disasters. IRT construction teams worked for more than six years repairing and rebuilding homes in Mississippi after Hurricane Katrina, and four years in New Jersey after Superstorm Sandy, and is now working in Louisiana after last year's record floods.

ENGINEERING

Varex Imaging Corporation has openings for **Electrical Engineers** in Salt Lake City, Utah. Design, implement, maintain, and improve electrical instruments, equipment, facilities, components, products, and systems for manufacturing. Assist in the testing and release of electrical systems for Varian's medical device equipment into the marketplace. Mail resume to: Carrie Frampton, Talent Acquisition Specialist, Varex Imaging Corporation, 1678 South Pioneer Road, Salt Lake City, UT 84104. Must reference job code 11941.16 when applying.

TECHNOLOGY

Varex Imaging Corporation has openings for **Computer Systems Analysts** in Salt Lake City, Utah. Analyze complex technical business problems or requirements and design cost effective and suitable computer system solutions to meet them. Work on SAP BPC, BI/BW, ECC and FICO environments while implementing and supporting SAP based ERP systems and application solutions. Mail resume to: Carrie Frampton, Talent Acquisition Specialist, Varex Imaging Corporation, 1678 South Pioneer Road, Salt Lake City, UT 84104. Must reference job code 11941.12 when applying.

ANALYSTS

Varex Imaging Corporation has openings for **Business Systems Analysts** in Salt Lake City, Utah. Responsible for the Enterprise wide IT HR Applications development and support activities. Provide techno-functional support and leadership for delivering IT projects including strategic and transformational initiatives for HR teams globally. Mail resume to: Carrie Frampton, Talent Acquisition Specialist, Varex Imaging Corporation, 1678 South Pioneer Road, Salt Lake City, UT 84104. Must reference job code 11941.5 when applying.

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