



## Chamber sees regulatory change as way to enhance Utah business

The Salt Lake Chamber is calling for regulation reform to enhance the state's business climate, including a "robust" cost-benefit analysis of major rules implemented by state administrative agencies.

The chamber issued its recommendations in a 16-page report titled "The Cost of Doing Business: Improving Utah's Regulatory System." The report is available at [www.slchamber.com/costofdoingbusiness](http://www.slchamber.com/costofdoingbusiness).

"Regulation reform is among the easiest and simplest ways policymakers can influence economic growth," said Lane Beattie, chamber president and chief executive officer. "To the state's credit, Utah continues to gain national praise, including *Forbes'* 'Best State for Business' over six of

the past seven years. These accolades come because of a commitment to continuously improve — even in areas where we excel."

Beattie said the chamber looks forward to working with Gov. Gary Herbert and the Legislature "to keep Utah's regulatory climate among the best in the nation."

"The most important of these reforms seeks to improve the process of analyzing and mitigating impacts of administrative rules on Utah's business," Beattie said in the report's introduction. "Our focus is both the executive branch where rules are promulgated and the legislative branch where rulemaking authority is authorized. Both

see CHAMBER pg. 5

## Confidence strong as Utahns await effects of election

Although Utahns are waiting to see how the recent election results will affect the economy, they are marginally optimistic about both their current situation as well as the future. The Zions Bank Utah Consumer Attitude Index (CAI) increased 3.0 points to 114.7 in November. The increase was a result of slightly greater confidence in the present economy, and a positive outlook on the future economic situation.

The overall CAI currently sits 0.7 points higher than its level 12 months ago. In comparison, the national Consumer Confidence Index (CCI) increased 6.3 points from October to November and currently sits at 107.1.

"Utahns' optimism in the economy is justified," said Randy Shumway, CEO of Cicero Group. "As both new and old businesses alike continue to choose Utah for its business-friendly environment and wealth of educated talent, employment is bound for continued growth."

The Present Situation Index, a sub-index of the CAI that measures how consumers feel about current economic conditions, increased 3.0 points from October and is 5.7 points higher than it was at this time last year.

Fifty-five percent of Utahns rate business conditions as good, a 2 percent decline from October, while 11 percent of Utahns believe jobs are hard to get, a 2 percent decline.

Expectations for the next six months increased 4.3 points in November due to a slightly more positive outlook on future business conditions. Other findings:

- Thirty-eight percent of Utahns think their household income will be higher in six months, compared to 32 percent in October.

- Twenty-six percent of Utahns think business conditions will be better in six months, a 1 percent increase from October.

- Twenty-five percent of Utahns believe there will be more jobs in their area in six months, compared to 24 percent in October.

"Consumer confidence has remained resilient throughout a vicious and uncertain election," said Scott Anderson, president and CEO of Zions Bank. "Whether or not they are pleased with the ultimate outcome, Utahns are steadfastly optimistic that the economy will remain healthy."

Other interesting economic metrics

see CAI pg. 14



*Draper City has its ideas about how the site where the Utah State Prison is now might be developed when the facility moves to its new location near the Salt Lake City International Airport as shown in this rendering released last year. Now the Point of the Mountain Development Commission and Envision Utah are seeking public input as they create a long-range plan for the area.*

## Officials seek input from public in prison site development planning

**Brice Wallace**  
*The Enterprise*

Have ideas about what the Point of the Mountain area should look like in a few years? The organizations involved in planning for its future want to hear them.

The Point of the Mountain Development Commission, created by the Utah Legislature, and Envision Utah are seeking public input as they create a long-range plan for the area, including the 700-acre site of the Utah State Prison that will be vacated when the prison moves to Salt Lake City.

People with ideas can present them at [pointofthemountainfuture.org](http://pointofthemountainfuture.org) through the end of the year. The website asks for people to "share your big ideas about the Point of the Mountain region and guide the visioning process." The website is part of a public engagement strategy that will also feature outreach through media, social media, stakeholder partnerships and public meetings.

"There's sort of a traditional planning approach, which tends to have bad prob-

see PRISON pg. 14

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# Utah surpasses pre-recession industrial employment levels

Utah industrial employers added 3,837 jobs over the past year, a 2.3 percent increase, according to the 2017 Utah Manufacturers Directory, an industrial database and directory published by Manufacturers' News Inc. (MNI) of Evanston, Illinois. The increase means Utah now has more factory jobs than it had prior to the Great Recession.

Utah's 3,540 manufacturers employ 174,171 in the state, reported MNI. Since September of 2010, the state has added 23,812 jobs, a 16 percent increase.

"Utah boasts one of the most favorable regulatory climates in the nation and its overall business costs are low. This, combined with a skilled labor pool and abundance of shovel-ready sites, has helped the state recover all jobs lost during the recession — and then some," said Tom Dubin, resident of the publishing company, which has been surveying industry since 1912. "However, global competition and a strong dollar will continue to challenge growth in the years ahead."

According to MNI, Utah's chemicals industry was the star of this year's survey, increasing by 7 percent.

Food processing ranks as the state's largest sector by employment with 19,454 jobs, up 3.3 percent, and second-ranked electronics accounts for 17,375, down 1 percent. Third-ranked

chemical processing employs 17,083, up 7 percent.

Manufacturing job gains in Utah were spread out across most sectors, with furniture/fixtures up 10.6 percent, transportation equip-

ment up 10 percent, instruments/related products up 6.7 percent; lumber/wood up 6.7 percent, rubber/plastics up 6.4 percent, primary metals up 2.9 percent and paper products up 1.9 percent.

Gains were offset by losses in the state's industrial machinery sector, which reported a 4.1 percent decline. Employment also declined in the fabricated metals industry, down 3.7 percent, ac-

ording to MNI.

City data collected by MNI shows Salt Lake City ranks first in the state for number of manufacturing jobs, with 55,673 workers, up 3.8 percent.

## Locals appointed to Dominion Questar advisory panel

Several Utahns have been named by Dominion Questar as members of an 11-person Citizen Advisory Council to "ensure continuation of a strong relationship between the company and community."

The council will provide guidance and feedback on community needs, system performance, environmental stewardship and sustainability, economic development opportunities, and other related activities of importance to the communities and regions served by Dominion Questar.

Salt Lake City-based Questar Corp. and Virginia-based Domin-

ion Resources Inc. combined companies in September. Dominion Questar is a subsidiary of Dominion, is based in Salt Lake City and includes subsidiaries Questar Gas, Questar Pipeline and Wexpro.

Seven community and customer representatives are council members: Gregory S. Bell, president and chief executive officer of the Utah Hospital Association; Patricia Jones, CEO of the Women's Leadership Institute; Lane Beattie, president and CEO of the Salt Lake Chamber; Derek Miller, president and CEO of the World Trade Center Utah; Natalie Gochour, associate dean and director of the University of Utah's David

Eccles School of Business; Nick Tatton, community director in Price; and Karla Leach, president of Western Wyoming Community College.

The council also includes four company representatives: Thomas F. Farrell II, chairman, president and CEO of Dominion; Diane Leopold, president and CEO of Dominion Energy; Carter Reid, senior vice president and chief administrative and compliance officer of Dominion; and Craig Wagstaff, president of Dominion Questar and citizen-advisory council chairman.

"We are fortunate to have a high level of knowledge, wisdom

and principled experience represented by the members of this council," Wagstaff said. "Their leadership and viewpoints, coupled with deep roots and relationships within our region, will help to pilot and grow the company as we move forward."

Dominion's portfolio includes approximately 26,000 megawatts of generation; 14,400 miles of natural gas transmission, gathering and storage pipeline; and 6,500 miles of electric transmission lines. It operates a natural gas storage system with 1 trillion cubic feet of storage capacity and serves more than 6 million utility and retail energy customers.

## USANA changes co-CEO structure, names Guest to head company

Salt Lake City-based USANA Health Sciences Inc. has announced a CEO transition plan. Dave Wentz has made the personal decision to step down as co-CEO and a member of the board of directors of the company and the board has appointed current co-CEO Kevin Guest as CEO of the company.

According to a release from USANA, the company will no lon-

ger use a co-CEO management structure. The USANA board now consists of six directors, four of whom are independent.

Commenting on his transition, Wentz said, "I am grateful for my long tenure with USANA and am proud of what we have accomplished over the past 24 years. USANA has always been, and will remain, a positive influence for so many lives, including my own, and

I am confident in the company's future under Kevin's leadership. I am looking forward to spending more time with my family and continuing to advocate for the direct sales industry as chairman of the Direct Selling Education Foundation."

Gilbert Fuller, chairman of the governance, risk and nominating committees of the board, said, "Dave has made an incredible contribution to our organization over the past two decades. He has skillfully led the company to multiple years of record sales and customer growth and helped the company navigate both anticipated and unanticipated challenges. We are grateful for his dedication and hard work in the many roles he has held with USANA and wish him all the best going forward."

"We are pleased to name Kevin Guest as CEO of USANA," said Myron Wentz, chairman of the board. "Kevin has led USANA in a variety of roles for more than 20

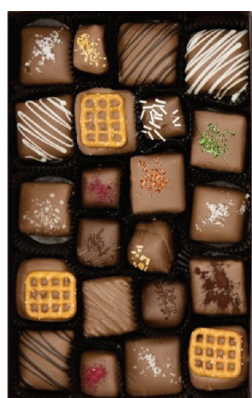
years, including president and most recently as co-CEO. In each role, Kevin has demonstrated sound leadership, integrity and judgment. Perhaps most importantly, Kevin has earned the trust, respect and admiration of countless USANA associates, customers and employees around the world as he has served them."

"I am honored by the trust and confidence the board of directors has placed in me to lead USANA going forward," said Guest. "Dave and I have worked side by side to achieve many goals over the years, and I have the utmost respect for him. I also have complete confidence in, and respect for, the leadership team we have in place at USANA."

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# Winners named in Utah's 'Bright Skies' clean air competition

Three winners have been named in the "Bright Skies" Utah Clean Air Innovation Contest, a \$45,000 competition organized and hosted by the Utah Clean Air Partnership (UCAIR), Chevron and Zions Bank.

Idle Free Heat earned the grand prize and \$22,500. It is a device that drastically extends the time a vehicle's heating system can provide heat inside the cab without the engine on, thus reducing the need to idle the engine in order to keep the air warm while waiting inside the vehicle.

"We're really excited to win this contest," said Joel Ewell of Idle Free Heat. "We've been working on this idea for a long time and we believe it will make a real difference in our air quality. We know people care about air

pollution, but they idle their cars simply to stay warm, which is understandable. This is why we created our device in the first place."

A \$11,250 runner-up prize went to ShareLift, a ridesharing app for skiers and snowboarders to carpool to and from resorts. Built into the app are automatic payment, ranking, pickup locations and other features.

The other runner-up receiving \$11,250 was Nikola Motor Co., the first company in the world to engineer and develop a zero-emission, electric power semi-truck.

The contest began three months ago and nearly 40 innovators, entrepreneurs, businesses and nonprofit organizations developed innovations with the potential to immediately improve

Utah's air quality. Eight finalists presented their ideas to judges Nov. 16.

"Although we selected only three winners, this is a win for all of us," said Ted Wilson of UCAIR. "It's a win because capable people are picking up the challenge to improve air quality. It's a win because our younger generation feels their innovations and ideas are welcome. And it's a win because we are finding new and innovative solutions for improving air quality. That's what this 'Bright Skies' contest was all about: a win for us all."

The other five finalists were:

- Echelon Engine, a new combustible engine with a modified crankshaft that ignites when the connecting rod is past top-dead-center, thus leading to higher ef-

iciency requiring less fuel to get the same power, and reducing heat and harmful emissions.

- Mobilight Hybrid Light Tower, a mobile lighting tower that integrates a combustion engine with the latest solar, LED and battery technology. Compared to straight diesel generator lighting towers, it reduces emissions and fuel consumption by 83 percent.

- GasPro, a filtration system that filters hydrogen sulfide and siloxane contaminants from by-product bio-methane gas at county sewage plants. When the gas is then burned, less PM2.5 particulates (those with diameters less than 2.5 micrometers) are spread into the air, which may improve air quality by 5 percent along the Wasatch Front.

- Ecotrike16, a solar electric

vehicle that uses so little power that a single roof panel provides enough power for urban travel.

- Cold Start Emissions Eradicator, a device that captures the emissions from catalytic converters on cold vehicles and stores the emissions until the convertor is hot enough to safely burn them, thus significantly reducing the emissions caused by cold engine starts.

The contest's cash prizes were provided by Chevron, with Zions Bank sponsoring the contest operations. Additional support was provided by the Kem C. Gardner Policy Institute at the University of Utah.

"The innovations we saw today were exactly what we were looking for," said Mikal Byrd, policy, government and public affairs representative at Chevron's Salt Lake refinery. "They were innovative solutions that can make a real difference in Utah's air quality. Chevron is thrilled to support them in bringing their innovations to fruition."

The contest organizers and sponsors plan to host additional clean-air contests next year.

## Park City announces 2nd annual Thin Air Innovation Festival

The Park City Chamber of Commerce/Convention and Visitors Bureau has announced that it will again host the Thin Air Innovation Festival in April 2017. The event, launched this past April, attracts business groups and professionals from around the U.S. and worldwide for strategic discussions and networking sessions combined with skiing and outdoor excursions in the mountains of Park City.

"We were thrilled at the response generated by the inaugural Thin Air Innovation Festival," said Bill Malone, CEO of the Park City Chamber. "Bringing a diverse set of business leaders together to share their ideas and experiences in a scenic, active environment breaks down the everyday routine and opens channels to see new opportunities. We are delighted to have Park City serve as the backdrop for this inspiring event."

The keynote speaker of the 2016 inaugural event was Kevin Plank, CEO and founder of Under Armor, one of the fastest-growing brands in the world. "Kevin's insights about driving change and peak performance were the perfect way to launch the first Thin Air Innovation Festival," said Richard Bezemer, executive director of Thin Air. "Challenging norms, taking risks and improving after failure — these are all key to innovating and sustaining high performance."

The underlying concept for Thin Air is that business groups can host their individual conferences in Park City and participate in the festival as value-added, not only as members of the audience but as active participants in the overall program.

"Our aim for Thin Air is to

create opportunities for professionals to meet and share experiences across different businesses and industries," said Ben Rifkin, Thin Air co-chair and president of Royal Street Investment & Innovation Center. "These groups all focus on improving performance and being the best in their respective fields. It's this mix of perspectives at Thin Air that creates space for new ideas and connections."

In a Forbes.com article following the 2016 event, Bruce Kasanoff said, "When it comes to

conferences, small companies can fight above their weight class [at Thin Air]. If you only have 30 people in your organization, you don't have to settle for a mediocre speaker and the same 30 people you see every day. Instead, you can have it all ... the excitement of a big event, the power and energy of a live music performance, and still have the intimacy and focus of bringing your core team together way outside of the office. This is how you bring out talent in people: Stimulate their creativity,

pump up their energy and bring them to an inspiring setting."

Anchoring the Thin Air 2017 conference program is David Pottruck, former CEO of Charles Schwab and author of the *New York Times* and Amazon best-sellers *Stacking the Deck: How to Lead Breakthrough Change Against Any Odds* and *Clicks and Mortar*. Pottruck is currently on the board of directors at Intel Corp., chairman of Hightower Advisors and an award-winning instructor at the Wharton School.

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825 North 300 West Ste. NE220  
Salt Lake City, Utah 84103  
801-533-0556 FAX 801-533-0684  
[www.slenterprise.com](http://www.slenterprise.com)

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# Salt Lake City now 'growth leader' in high-tech and office market performance

Salt Lake City has moved from an “emerging market” to a “growth leader” in high-tech software/service jobs and office market performance, according to a new report.

CBRE’s annual “Tech-Thirty” report, analyzing the 30 leading technology markets in the U.S. in Canada in terms of tech job growth, ranks Salt Lake City 18th in high-tech software/service job growth between 2013 and 2015, at 14.1 percent. San Francisco lead that ranking, at 47 percent. Salt Lake City also was ranked 13th in office market rent from 2014 to 2016, at 12.4 percent. The Silicon Valley market led that ranking, with 28.4 percent

growth.

Salt Lake achieved the seventh-highest net absorption growth — 5.8 percent — in the report, reflecting the impact that tech is having on the local commercial real estate market.

“Tech has been a driving force in Salt Lake’s economy for some time now, as evidenced in the market’s transition from an emerging market to a growth leader,” said Eric Smith, a senior vice president in CBRE’s Salt Lake office. “Of particular note is the fact that the area with the greatest concentration of tech firms — the South Valley submarket — had 1.3 million square feet of office space under construction at mid-

year 2016.

“Though not all of this will be filled by tech users, there is a direct link to the high construction levels and the number of technology firms near the Point of the Mountain. In fact, the South Valley ranks fourth in the report for net absorption, meaning much more real estate was leased or occupied than vacated. These are strong numbers and they bode well for the local economy.”

Tech-related office leasing accounted for 20 percent of all office leasing in the U.S. in the first half of 2016, up from 18 percent in 2015, despite an overall slowing in tech job creation. In Salt Lake, 37 percent of top leases

through mid-year 2016 were driven by tech firms.

The CBRE report shows that office rents for the top submarket in each of the 30 markets analyzed increased in all but one submarket between 2014 second quarter and the 2016 second quarter. The highest rent growth in this period occurred in both established and up-and-coming tech submarkets, illustrating stiff competition among tenants to locate in areas rich in talent, such as University City, Oakland/East End Pittsburgh, East Cambridge, Palo Alto and Tempe.

Average office rents in Salt Lake’s top tech market, the South Valley, average \$23.73 per square

foot (full service), compared to \$22.52 for the overall Salt Lake market during the same time period. However, the South Valley’s achieved rent growth of nearly 8 percent was lower than the overall Salt Lake market, which reached 12.4 percent over the past two years.

As for job growth in the “Tech-Thirty” list, San Francisco topped the rankings for the fifth consecutive year, while its average asking rents rose by 22.7 percent in the 2014-2016 period. Eighteen markets outperformed the U.S. average of 13.7 percent job growth in high-tech software/services, with Phoenix (44.5 percent), Austin (33.3 percent), Charlotte (33.2 percent) and Indianapolis (27.9 percent) rounding out the top five.

Nationally over the past five years, the software/services industry created 780,000 new jobs at a 7.3 percent growth rate and accounted for nearly 20 percent of major leasing activity. In the first half of this year, tighter labor and volatile capital market conditions led to job creation slowing to a 4 percent annual growth rate, which had a slight impact on certain office markets, like Washington, D.C.; New York; and the San Francisco Bay Area.

“Advanced technology has integrated itself into business productivity and although the talent pool is limited, strong demand for technology services from both businesses and consumers is expected to support hiring by high-tech firms,” said Colin Yasukochi, director of research and analysis at CBRE. “The skills of the available labor pool do not appear to align with available jobs, causing a structural barrier to growth. This demand for technology should support growth among high-tech companies and high-tech office market clusters.”

## SBA encourages support for small business during holiday season

All Americans strive for a secure and stable livelihood that they can depend upon to take care of themselves and their families. Solving national issues may be beyond our individual control, but each of us can effect positive change in our local communities by supporting locally owned small businesses.

It is a fact that 97 percent of all Utah businesses are considered small. Utah’s 260,000 small firms employ more than 520,000 people, and account for almost all new jobs created statewide. By backing our locally owned small businesses, you support the thousands of jobs they create and the families they sustain. Small, locally owned businesses are the bridge to a more sustainable economy. They are the backbone of our democracy and the future solution to our most pressing economic problems.

Small firms make an enormous and positive contribution to the quality of life in our cities and towns. Locally owned businesses create good jobs and boost the local tax base, which in turn improves our schools, our parks and our quality of life. Most importantly, local businesses are invested in their neighborhoods. Behind any civic activity that contributes to the common well-being of your community, you will likely find a entrepreneurs giving their time and money in support of that cause. The assistance provided by volunteers who care about their community could not be replaced by any amount of government assistance or tax money. Local business owners are the unsung heroes of society. They are the leaders, the ambitious, hard-working people who have ideas and act upon them. They are true American heroes.

Big-box chain stores have

done an excellent job convincing people that they are the least expensive, but often they are not. Take the challenge and do some price checking of your own to determine whether the large chain stores beat the prices and quality of service that your local small businesses provide. Where else are you going to find the in-depth product knowledge and one-on-one customer service that small retailers provide? When you give your dollars to a large chain store, that money leaves your community. If you spend your money at a locally owned business, then that money is more likely to be spent again and again in the local economy, generating many dollars’ worth of employment. That’s how “localism” can change the way our entire economy works. Every time you buy local and buy small business, you are saving a job and helping to support your neighbors, friends and families.

“Support your local small

business” is not just a catchy phrase, but is a way we can all continue to bolster our local economies. We need to choose a future that will enrich and sustain future generations. Local businesses that employ and empower ordinary people are the cornerstone of a future economy that can sustain us. Local business people are local leaders; they are people with initiative and ambition, and they invest their resources in local organizations. We all need to celebrate the great diversity that our small businesses provide this holiday season. Small business is the shining light that continues to brighten our road to economic prosperity. Try it today. Visit a local small-business owner and thank them for being such a critical part of your community.

Betsy Markey is SBA’s regional administrator for Region VIII, overseeing all agency programs and services in Colorado, Montana, Wyoming, North Dakota, South Dakota and Utah.



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## CHAMBER

from page 1

branches of government must consider the impact of their decisions on the Utah economy.”

The report calls for better evaluation of the costs of Utah’s rules to individuals, businesses and the state’s economy; reforms that will stop unnecessary regulations; improvement in transparency and oversight of Utah’s rules; and achieving a national model through considering a more robust analysis on the costs and benefits of rules.

The report notes that in Utah, administrative rules are state regulations and that several other states have regulatory cost-benefit analysis — essentially determining the impact of every rule on small businesses. It says Utah’s regulatory structure “is becoming outdated as 21 states have adopted more robust analyses of their regulations.”

“Utah’s rules attempt to measure the fiscal impacts of administrative rules,” the report states. “However, these efforts are less robust than that of many of our peer states. Top-tier states utilize a robust cost-benefit analysis

of major rules. This analysis is an analytical procedure to estimate the net economic value of a given policy or project.”

The chamber said state business leaders have become increasingly concerned that Utah’s “exemplary” business climate may deteriorate because of complacency caused by favorable national rankings. “A decline in specific metrics of Utah’s business climate shows these concerns are warranted, in large part to other states surpassing our efforts,” the report says.

Among previous regulatory reform efforts, the most recent came in 2011, when Herbert’s business regulation review found that 48 percent of Utah’s rules substantially affect businesses. More than 300 rules were modified or eliminated. In 2015, less than 3 percent of rules had a robust analysis about their potential cost to business, the chamber report states.

“Without better analysis, there is no method for understanding what Utah’s rules cost our economy,” it says.

The Salt Lake Chamber is the state’s largest business association, with more than 8,000 businesses employing 500,000 people.

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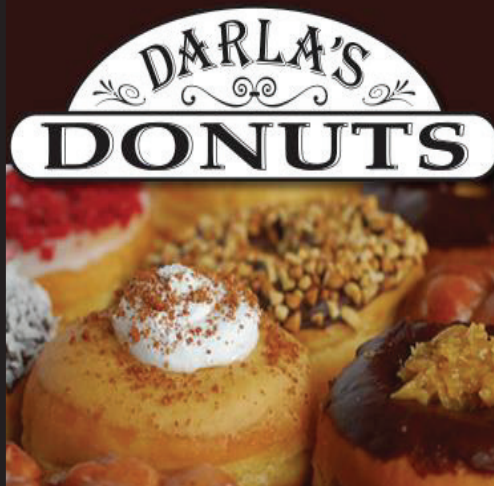
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## ACCOUNTING

• **Tanner LLC** has announced that **Tyler J. Ploeger** has been elected an audit partner. Ploeger has more than 11 years of public accounting experience serving companies in the technology, software, financial, construction, manufacturing, biotechnology and medical device sectors. He began his career in public accounting in San Francisco, where he worked with many of the Fortune 500 companies operating in that market. Ploeger has a bachelor of science degree in accounting and Master of Accountancy degree from the University of Utah.



Tyler Ploeger

## CONSTRUCTION

• **Calder Richards Structural Engineers**, Salt Lake City, has hired **Yohhan Karkera, Alex Karras** and **Trever Seely**. Karkera and



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Karras are design engineers, while Seely is a 3D modeler.



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## CONTESTS

• **Epic Ventures** and **Kickstart Seed Fund** have announced a third “**Start Madness**” competition. Each have committed \$150,000. The application deadline is Dec. 31 at midnight. Companies will be judged by investment potential — not on current status, revenue or traction. The top 36 finalists will be announced the first week of January. Finalists will pitch Jan. 19 before the participating venture funds, and six companies will advance to a Jan. 20 event in which they will present to the participating venture funds and an audience. The winner and runner up will receive No Cap, No Discount Start Madness convertible notes, worth \$200,000 and \$100,000, respectively. The winner of the Audience Choice Award will receive six months of free dedicated desks at co-working space Church & State. Details are at [startmadness.com](http://startmadness.com).

• The **Utah Venture Entrepreneur Forum (UVEF)** is accepting nominations for its **Peak 100** and **Epic 100** awards.

Voting continues through Dec. 31. The **Peak 100** award, sponsored by Peak Ventures, was created by UVEF to identify and recognize entrepreneurs with Utah ties that are most likely to favorably impact the community. UVEF is asking members of the Utah business and academic community to nominate individuals who are most likely to lead a successful startup venture in the next five to seven years. The list is composed by two-thirds of public voting and one-third from internal UVEF voting. The **Epic 100** award, sponsored by Epic Ventures, recognizes the 100 “most buzzed about” companies in Utah under 5 years old. The winners are chosen by two-thirds of public voting and one-third from internal UVEF voting. Details are at [uvef.com](http://uvef.com) under the “Recognition” link.

## ENVIRONMENT

• **Salt Lake County** and the **U.S. Environmental Protection Agency** are partnering to help **Centro Civico** move forward with environmental cleanup of its property, with the remediation allowing for the eventual development of new senior housing and a cultural center on land owned by the nonprofit organization. The county’s \$200,000 will match the EPA’s “brownfields” grant program. The cleanup project will remove contaminated soils on the property. The county’s funds will also help with asbestos and lead removal from an existing building. Salt Lake County Mayor Ben McAdams said that once cleanup is complete, development can begin on a new 60-unit senior housing project and, during later phases, retail stores and a modern civic center.

## HEALTHCARE

• **HealthEquity Inc.**, a Draper-based nationwide health savings account administrator, has announced it will hire 28 people in Carbon County. The permanent, benefited positions will

have the same wages and benefits as employees based along the Wasatch Front. In December 2015, the company announced it would expand its Draper headquarters to create up to 200 jobs in Utah within six years. With the addition of the new team members based in Price, **HealthEquity** has surpassed its goal and added 207 new jobs in less than a year. **HealthEquity** partnered with Utah-based **Accelerant** to hire, train and manage logistical aspects of its initiative in Price.



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## LAW

• **Handy & Handy PC** has a new office location at 2150 S. 1300 E., Suite 300, Salt Lake City. In addition to providing more space, the office also gives the firm an additional conference room to host larger functions, such as mediations and arbitrations.

## NONPROFITS

• **Elaine Bietler** recently was named one of seven new board members for the **National Safety Council**. The nonprofit is a leader in promoting workplace safety. Bietler is chief executive officer of **Browz**, Salt Lake City.

## OUTDOOR PRODUCTS/ RECREATION/SPORTS

• **Deer Valley Resort** has named **Chris Lampe** as direc-

tor of human resources. Lampe has 22 years of experience in the Park City ski industry as both a ski instructor and human resources professional. He started in the industry as a ski instructor in Washington at age 16. He moved to Park City after college to be a ski instructor at Park City Mountain Resort. Three years later, he moved into human resources, where he has been involved recruiting, training, employee relations and business partnerships for the past 19 years.

• **Powdr**, Park City, has hired **Laura Schaffer** as sustainability director. Schaffer will oversee all sustainability and environmental strategies for Powdr and its portfolio of companies, which includes nine mountain resorts, the Woodward youth experiences, Human



Laura Schaffer

Movement Management, Outside Television and Sun Country Tours. Schaffer most recently was sustainability director at Mountain Hardwear in Richmond, California. Prior to joining Mountain Hardwear as brand manager in 2011, Schaffer was an environmental sustainability associate with MGM Resorts International in Las Vegas. She also served as public relations director for Snowbird Ski & Summer Resort for six years and started her career with the Olympic Winter Games Organizing Committee in 2000 as an editor in the publications group. At Powdr, Schaffer succeeds the former head of sustainability, **Brent Giles**, who retired in June after 40 years with the company.

## PHILANTHROPY

• **Industrial Supply Co.** recently presented a check for \$25,000 to the **Utah Food Bank**. The donation will provide 97,708

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# Industry Briefs

from previous page

meals to help hungry families in Utah. The donation is funded by sponsorships and other donations made by Industrial Supply Co. customers and suppliers as part of their annual charity golf tournament. The tournament was held Aug. 9 at the Homestead Resort and included support from **3M, Apex, Stanley Black & Decker, Honeywell, Irwin, Knaack and Milwaukee.** Since 2007, Industrial Supply has raised \$143,100 in donations, held food drives and volunteered employee time in support of the Utah Food Bank's efforts to tackle the problem of hunger in Utah.

• **USANA Health Sciences** has donated over \$146,000 in retail goods to support the efforts of the **Direct Selling Association (DSA)**, which partners each year with **NBC News' "Today"** to gather donations from its member organizations to assist charities throughout the country. USANA provided 12,000 of its personal care products — shower gel, shampoo, conditioner, lotion, toothpaste and more — to help those who need it most.

## RECOGNITIONS

• The **Utah Minority Bar Association (UMBA)** has named **JLJ Law Group PLLC**, Salt Lake City, as its **Law Firm of the Year**. The award is presented annually to a firm that has "demonstrated achievement or dedication to objectives consistent with the mission and purpose of UMBA." A minority-women-owned firm, JLJ Law Group is known for bankruptcy, immigration, criminal law, family law, estate planning and litigation. The award was presented to the firm at UMBA's annual Scholarship and Awards Gala. The **Distinguished Lawyer of the Year** is **Leonor Perretta**.



Leonor Perretta

The award is presented to a member of the Utah State Bar who has demonstrated achievement or dedication to objectives consistent with the mission and purpose of UMBA. The **UMBA Honoree of the Year** is **Anderson & Benson PLLC**. The award is presented to a lawyer or other individual who has made a special accomplishment toward the mission and purpose of UMBA. The **Pete Suazo Community Service Award** recipient is **Jeanetta Williams**. The award is named after the late Utah Sen. Pete Suazo and is presented to a

non-lawyer member of the community who serves minority communities. The **Jimi Mitsunaga Excellence in Criminal Law or Pro Bono Award** recipient is **Joan Watt**. The honor, named after Jimi Mitsunaga, one of the first 50 minority attorneys in Utah, is presented to a member of the Utah State Bar who has excelled in the practice of criminal law or has made a substantial achievement in the area of pro bono legal services. The **Annual Donation Drive Award** recipient is **Workman Nydegger**. The award goes to a law firm or attorney team in Utah that raises the most money per attorney for UMBA's annual charitable donation drive.

• The **Utah Chapter of the American Marketing Association** has announced the winners of its annual **Utah Marketing Awards**. **Michelle Suzuki** was named **Marketer of the Year**. Suzuki is vice president of marketing at RizePoint. Suzuki has 22 years of experience in technology marketing,

including time at EMC, Novell, Ancestry.com and Landesk. She has a bachelor of arts degree in communications from Brigham Young University.

• The **Sandy Area Chamber of Commerce** has announced the finalists for the **2017 Peak Awards**, recognizing exceptional efforts of community volunteers and business leaders. Award recipients are chosen by fellow members of the chamber through an online voting system. Nominees for **Small Business Woman of the Year** (representing integrity and good business acumen) are **Heather Johnson**, Jordan Credit Union; **Katie Dexter**, Midvale Modern Dentistry; and **Farida Fox**, Woodbury Corp. Nominees for **Small Business Man of the**

**Year** (representing integrity and good business acumen) are **Mike Herrington**, IT NOW; **Sean Marchant**, US Novelty; and **Mike Crandall**, Webytes Media. Nominees for **Small Business of the Year** (a small business that has grown over the year and supports chamber events) are **Brown Floral**, Salt Mine and **Brick Oven**. Nominees for the **Community Service Award** (recognizing the generous support offered to the chamber and the community by a company) are **Scheels**, **Make-A-Wish** and **Snowbird**. Nominees for the **Clark & Barbara Stringham Volunteer of the Year Award** (for an individual that has gone above and beyond by donating time in the community) are **Tonya Giesbers**, Performance Mobility; **Calvin Jolly**, 4Life; and **Kristina Clayson**, Costco. Nominees for the **President's Excellence of the Year Award** (for an innovative company that has experienced large growth in the last year and make a difference in the chamber) are **Neuroworx**, **Hale Centre Theatre** and **America First Credit Union**. Nominees for the **Chairman's Distinguished Corporate Partner Award** (for a company that has shown exceptional support of the chamber and the business community) are **Texas Road House**, **Real Salt Lake** and **Swire Coca-Cola**.

• Three MBA students from the **David Eccles School of Business** at the University of Utah recently won the **Adobe Analytics Challenge**, taking home the top prize of \$30,000. The three-man **Datalyzers** team beat 167 teams from 77 schools in the challenge, which grew from 24 participating schools just last year. Team members are **Bryant Baird**, **Josh Thompson** and **Andrew Silotti**. Sony Playstation partnered with Adobe this year to provide students with a challenging customer question that delved into cross-channel insights across the Playstation app and Playstation.com to help enhance gamers' experience.



Jeanetta Williams



Joan Watt

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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@sletterprise.com](mailto:brice@sletterprise.com). The submission deadline is one week before publication.

## **Dec. 5, 6-9 p.m.**

**Utah Farm Bureau Federation Centennial Birthday Party.** Location is Joseph Smith Memorial Building, 15 E. South Temple, Salt Lake City.

## **Dec. 6, 8:30 a.m.-4:15 p.m.**

**"NACM Mind Your Business! Credit and A/R Legal Issues."** Participants will learn to reduce risk using alternative mechanisms when a customer faces bankruptcy, creative legal doctrine to get paid, and more. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$95 for members, \$125 for nonmembers (half-day options are available). Details are at <http://www.nacmint.com/calendar.php?v=1138>.

## **Dec. 6, 11:30 a.m.-1 p.m.**

**Business Alliance Networking Lunch,** a Davis Chamber of Commerce event. Location is Boondocks, 525 Deseret Drive, Kaysville. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## **Dec. 6, 11:30 a.m.-1 p.m.**

**Women in Business Holiday Soiree,** a Sandy Area Chamber of Commerce event. Location is La Caille, 9565 Wasatch Blvd., Sandy. Cost is \$35. Details are at [sandychamber.com](http://sandychamber.com).

## **Dec. 6, 11:30 a.m.-1 p.m.**

**Women in Business Holiday Social & Boutique,** an event of the South Jordan, Southwest Valley and West Jordan chambers of commerce. Location is Legacy Retirement Center, 1617 W. Temple Lane, South Jordan. Cost is \$10 for WIB members, \$15 for nonmembers. Registration can be completed at <http://www.swvchamber.org/wib> or by contacting Susan at [susan@swvchamber.org](mailto:susan@swvchamber.org).

## **Dec. 6, 2-4 p.m.**

**Disruptive Technology Seminar,** co-hosted by the Utah Technology Council (UTC), Ogden City and Weber State University. Location is Ogden Corporate Alliance, 2225 Washington Blvd., Ogden. Free. Details are at [utahtech.org](http://utahtech.org).

## **Dec. 7, 8 a.m.-6 p.m.**

**Utah Internet of Things Workshop,** presented by Brigham Young University. Location is Provo City Library at Academy Square, 550 N. University Ave.,

Provo. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 7, 8-9 a.m.**

**"Five Big Public Policy Issues Small Businesses Need to be Aware Of,"** a Sandy Area Chamber of Commerce event. Speaker Maxine Turner, president of Cuisine Unlimited and chair of the U.S. Chamber of Commerce Council on Small Business, will provide an update on small-business issues. Location is the Sandy Area Chamber of Commerce, 35 E. 9270 S., Sandy. Free. Details are at [sandychamber.com](http://sandychamber.com).

## **Dec. 7, 8:30-10 a.m.**

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber event. Seminar is taught by Deb Bilbao, business consultant at the Women's Business Center. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## **Dec. 7, 9-10 a.m.**

**"Value Positioning Your Company and Products,"** sponsored by the U.S. Small Business Administration. Topics include how to define value, how potential customers judge value and how to define your business value proposition. Location is 125 S. State St., Room 2222, Salt Lake City. Details are at <https://www.sba.gov/tools/events>.

## **Dec. 7, 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).

## **Dec. 7, 3-5 p.m.**

**"Starting Your Business 101,"** a Salt Lake Community College event. Location is Salt Lake Small Business Development Center, Salt Lake Community College Miller Campus, Miller Corporate Partnership Center, 9690 S. 300 W., Corporate Partnership Center, Room 114, Sandy. Details are at <https://spedregistration.com/events/starting-your-business-101> or [www.utahsbdc.org](http://www.utahsbdc.org).

## **Dec. 8, 7:30-9:15 a.m.**

**"Senior Co-Housing: New Ideas in a High-Demand Market,"** an Urban Lands Institute (ULI) Utah event. Location is Broadway Media Center Club and Café at 50 West, 50 W. Broadway (300 S.), Salt Lake City. Details are at [utah.uli.org](http://utah.uli.org).

## **Dec. 8, 8-9:30 a.m.**

**UTC Industry Breakfast,** a Utah Technology Council event.

Speaker is Tom Stockham, chief executive officer of Experticity. Location is Thanksgiving Point (Museum of Ancient Life), 2929 Thanksgiving Way, Lehi. Cost is \$60 for UTC members, \$90 for nonmembers. Details are at [utahtech.org](http://utahtech.org).

## **Dec. 8, 8 a.m.-4 p.m.**

**"Conflict Strategies: Navigating Others Through Workplace Difficulties,"** a Mountain States Employers Council (MSEC) event. Location is the MSEC Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$215. Details are at [msec.org](http://msec.org).

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

**Business Resource Center Workshop,** a West Jordan Chamber of Commerce event. Robert Parslow, real estate professional and trainer, will discuss "Creating An Effective Business Plan." Location is the West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

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

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

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

**Lunch & Learn,** a Murray Area Chamber of Commerce event. Speaker Buzz Storey of Storey Realty will discuss "The Snowball Effect." Location is Scofy's, 7176 S. 900 E., Midvale. Cost is \$14 for members, \$20 for nonmembers. Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 9, 7:30-8:30 a.m.**

**Eggs & Issues,** a Murray Area Chamber of Commerce event. Speaker Linda Milne will discuss "Is Your Business Prepared for an Emergency?" Location is Anna's Restaurant, 4700 S. 900 E., Ivy Place Suite 1, Murray. Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 9, 7:45-9 a.m.**

**Women In Business Networking Breakfast,** an Ogden/Weber Chamber of Commerce event. Event is in support of the Ogden Christmas Box House for at-risk children. Raffle baskets will be available. Location is the chamber, 2380 Washington Blvd, Suite 290, Ogden. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

**Somos Scholarship Luncheon,** a Utah Hispanic

Chamber of Commerce Foundation event. Location is Salt Lake Community College's Taylorsville Campus, Student Center Oak Room, 4600 S. Redwood Road, Salt Lake City. Cost is \$40. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 10, 10 a.m.-noon**

**"Simple Steps for Starting Your Business,"** presented by Salt Lake SCORE. Location is Salt Lake City Public Library, 210 E. 400 S., Conference Room E Downstairs, Salt Lake City. Free. Details are at <https://saltlake.score.org>.

## **Dec. 13, 7:15-9 a.m.**

**Breakfast Meeting,** an Association for Corporate Growth (ACG) Utah event. Speaker is Herbert E. "Bud" Scruggs, managing director of The Cynosure Group. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Details are at <http://www.acg.org/utah/events>.

## **Dec. 13, 7:30-9 a.m.**

**Alliance for a Better Utah (ABU) Fourth Annual Fundraising Breakfast.** Keynote speaker is John Stocks, executive director of the National Education Association. Location is The Falls Event Center, 580 S. 600 E., Salt Lake City. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 13, 1-3 p.m.**

**IGNITE Utah.** Speaker Jared Olsen, owner of Reyfya, will discuss "Why You Should Play Video Games at Work." Location is Loveland Living Planet Aquarium, 12033 Lone Peak Parkway, Draper. Free, with \$20 charge for VIP seating. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 14, 8:30-10 a.m.**

**ThoughtLeaderSymposium** titled "Utah's Economy Under a Trump Administration," hosted by the World Trade Center Utah and Zions Bank, in partnership with the Governor's Office of Economic Development. Panelists are Derek B. Miller, president and chief executive officer of the World Trade Center Utah; Natalie Gochnour, director of the Kem C. Gardner Policy Institute; Robert Spendlove, economic and public policy officer at Zions Bank; Laura Nelson, executive director of the Governor's Office of Energy Development; and a representative from Leavitt Partners. Location is Zions Bank, 1 Main St., Suite 1800, Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 14, 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).

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

**Chamber Annual Christmas Luncheon,** a Holladay Chamber of Commerce event featuring performances by the Olympus High School Choir and awards for the Business of the Year and Student of the Year. Location is Holladay City Hall, 4580 S. 2300 E., Holladay. Cost is \$25. Details are at [holladaychamberofcommerce.org](http://holladaychamberofcommerce.org).

## **Dec. 14, 3-5 p.m.**

**"Fresh Start: Organizing Business Financials for the New Year,"** a Salt Lake Chamber "Business Essentials" event. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com).

## **Dec. 14, 5-7 p.m.**

**Business After Hours,** an Ogden/Weber Chamber of Commerce event. Location is Wadman Corp., 2920 S. 925 W., Ogden. Cost is \$10. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

**Business Resource Center Workshop,** a West Jordan Chamber of Commerce event. Speaker Clay Neves of Personal Sales Dynamic will discuss "Turn Networking Into Sales." Location is the West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

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

**Lunch & Learn,** a Murray Area Chamber of Commerce event. Speaker Daryl Price of You Marketing Gurus will discuss "12 Laws of Karma in Business." Location is Scofy's, 7176 S. 900 E., Midvale. Cost is \$14 for members, \$20 for nonmembers. Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 15, 1-3 p.m.**

**Holiday Open House/Sub For Santa,** a Cottonwood Heights Business Association event. Business owners are invited to bring donated Sub For Santa items to the open house, along with a treat to share. For a list of requested items, contact [pkinder@ch.utah.gov](mailto:pkinder@ch.utah.gov). Extra donations will be given to the Ronald McDonald House. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights.

see CALENDAR next page



## CALENDAR

from previous page

### Dec. 16, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Location is Anna's Restaurant, 4700 S. 900 E., Ivy Place Suite 1, Murray. Details are at murraychamber.org.

### Dec. 16, 11 a.m.-2 p.m.

**Holiday Open House**, a Sandy Area Chamber of Commerce event. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Details are at sandychamber.com.

### Dec. 17, 10 a.m.-noon

**"Are You An Entrepreneur Without an Idea?"** a Salt Lake SCORE workshop. Speaker is entrepreneur Alexis Courtney. Location is Marmalade Branch Public Library, 280 W. 500 N., Salt Lake City. Details are at <https://saltlake.score.org>.

### Dec. 20, 8-9 a.m.

**"Coffee and Connections,"** a West Jordan Chamber of Commerce networking event. Location is High Point Coffee, 1735 W. 7800 S., West Jordan. Details are at [www.westjordan-chamber.com](http://www.westjordan-chamber.com).

### Dec. 20, 11:30 a.m.-1 p.m.

**Business Alliance Networking Lunch**, a Davis Chamber of Commerce event. Location is Boondocks, 525 Deseret Drive, Kaysville. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Dec. 21, noon-1 p.m.

**Professional Development Series**, presented by the Utah Valley Chamber. Location is Provo LDS Employment Resource Center, 702 W. Columbia Lane, Provo. Free. Details are available by calling (801) 818-6161 or at <http://bit.ly/1tDS04k>.

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

**Business Preparedness Lunch Meeting**, a Murray Area Chamber of Commerce event. Speaker Marilee Guinan will discuss "Sales Tips, Tricks and Techniques That Work." Location is Scofy's, 7176 S. 900 E., Midvale. Cost is \$14 for members, \$20 for nonmembers. Details are at murraychamber.org.

### Dec. 29, 11:30 a.m.-1 p.m.

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker Paul Kelly of Premier Protection Plus will discuss "Bacteria in Our World." Location is Scofy's, 7176 S. 900 E., Midvale. Cost is \$14 for members, \$20 for nonmembers.

Details are at [murraychamber.org](http://murraychamber.org).

### Dec. 30, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Location is Anna's Restaurant, 4700 S. 900 E., Ivy Place Suite 1, Murray. Details are at murraychamber.org.

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

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Location is Anna's

Restaurant, 4700 S. 900 E., Ivy Place Suite 1, Murray. Details are at [murraychamber.org](http://murraychamber.org).

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

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

### Jan. 10, 5:30-7 p.m.

**Business After Hours**, a

Holladay Chamber of Commerce event. Location is the Cottonwood Country Club, 1780 E. Lakewood Drive, Holladay. Cost is \$15 for members, \$20 for nonmembers. Details are at [holladaychamberof-commerce.org](http://holladaychamberof-commerce.org).

### Jan. 11, 8:30 a.m.-noon

**Employer-Based Trip Reduction Symposium**, hosted by the Utah Division of Air Quality and highlighting what companies can do voluntarily

through vehicle trip reduction strategies to reduce their contribution to poor air quality, provide benefits to their employees, and reduce company costs associated with transportation. Location is the Multi-Agency State Office Building, 195 N. 1950 W., Salt Lake City. Event will also be offered through a live online webinar. Free. Registration can

see CALENDAR page 14

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## Opinion

# Football and fallacies: Dearth of black kickers in NFL must be racism

This is a football story with both political and legal implications.

It was fourth down in a National Football League game and the punting team came onto the field. The other team went into their formation to defend against the punt. Then somebody noticed that the man set to kick the punt was black.

"Fake!" one of the defenders cried out. That cry was immediately echoed by others, and the defending team changed their formation to guard against the kicker either running with the ball or throwing it. But in fact he punted.

Why did anyone think he was not going to punt the ball? Because chances are no one on that field had ever seen a black football player kick a punt. As someone who has watched NFL games for half a century, I have never seen a black player either punt the ball, or kick a field goal or a point after touchdown.

I have seen hundreds of black players score touchdowns, but not one kick the point afterwards. I have seen a black president of the United States before I have seen a black kicker in the NFL.

Politicians, the intelligentsia and even the Supreme Court of the United States have been saying for decades that statistical disparities between racial groups indicate discrimination. If so, then the racial disparities among kickers in professional football exceed that in virtually any other job anywhere.

But is it discrimination? The very same people who employ blacks at every other position on a football team are the people who hire kickers. Why would they be willing to hire black players in other positions that pay a lot more money than most kickers get, but draw the line at hiring black kick-

ers? In this situation, discrimination is an explanation that doesn't even meet the test of plausibility.

At the other end of the ideological spectrum, there are those who attribute differences in racial representation to genetics. Are blacks genetically incapable of kicking a football? Somehow black colleges have been playing football for generations, without having to recruit white players to do the kicking.

But if neither race nor racism can

explain why black kickers are so rare in professional football, what can possibly explain it? One of the most obvious possibilities is routinely ignored in many cases of group disparities: Different individuals and groups have different things they want to do.

If black youngsters who are dreaming of an athletic career don't happen to be dreaming of becoming kickers, then it doesn't matter whether they have both the innate ability and the opportunity.

It is very doubtful if any of the guys who grew up in my old neighborhood in Harlem ever became ballet dancers. Is that because black guys can't dance? Some of the best male tap dancers have been black. Is it because nobody would hire black male dancers? Some black male tap dancers have starred on the stage and danced in movies. Just not in ballets.

Many of us have been so brainwashed over the years — by sheer repetition, rather than by either logic or empirical tests — that statistical disparities are automatically taken to mean discrimination, whether between races, sexes or whatever.

The plain fact that different individuals and groups make different choices is resolutely ignored, because it does not fit

the prevailing preconceptions — or the crusades based on those preconceptions.

Women make different career choices than men, and wisely so, because men do not become mothers, and being a mother is not the same as being a father. And we can't make them the same by simply calling them both "parents" or saying that "the couple" is pregnant.

Discrimination can certainly cause statistical disparities. But statistical disparities do not automatically mean discrimination.

When some racial or ethnic groups have a median age that is 20 years older than the median age of some other racial or ethnic groups, how surprised should we be to find members of the younger groups far better represented in sports and members of the older groups far better represented in jobs that require long years of experience?

Statistics are no substitute for thought — certainly not in government policies — and especially not in Supreme Court decisions.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University. His website is [www.tsowell.com](http://www.tsowell.com).

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THOMAS SOWELL

# Hillary, waterboarding, climate change: Trump should flip-flop some more

So Donald Trump now says, in an interview with *The New York Times*, that he believes there is some connection between human activity and climate change, that Hillary Clinton should not be prosecuted, and that, after one conversation with retired Marine Corps Gen. James Mattis, he has changed his mind about waterboarding. One might wonder why he didn't have that conversation during the campaign or why he pounded home the opposite views on all these topics for a year and a half. But at this point, it doesn't matter. Trump is president-elect. We should all hope that he flip-flops some more.

In this spirit, let me outline a few news stories that I hope we will see over the next few weeks:

"Donald Trump wants to keep Iran deal: The president-elect has come to realize that the agreement with Iran has blocked that country's pathways to a nuclear weapon. Furthermore, were the U.S. to pull out, no other country would reimpose sanctions, so it would simply hurt American business. 'I hadn't focused so much on the benefits of the deal,' Trump said."

"We HAVE been bombing the (expensive) out of ISIS,' says Trump: The president-elect described a phone conversation with Pres. Obama in which he learned that the United States and its coalition partners have conducted more than 16,000 airstrikes on the Islamic State. 'That's a lot,' said Trump, noting that in Syria, the Obama administration had been focused on defeating the Islamic State and not on deposing Pres. Bashar Assad. 'They have been doing what I suggested all along,' he noted proudly."

"TrumpCare will be a 'terrific

improvement on Obamacare: The Trump administration plans to propose a health care bill that will require insurance companies to enroll people with pre-existing conditions. In return, the companies will gain millions of new customers, since people will now face a mandate to buy health insurance or else face a \$10,000 fine — much higher than under Obamacare. 'I figured out, like with houses or cars, insurance can't work unless we're all in,' explained the president-elect."

"New administration to scale back tax breaks for the rich: Donald Trump said that once his friends Carl Icahn and Wilbur Ross crunched the numbers on his tax plan, they realized that it would explode the federal deficit. So he has put forward a new plan that simplifies the code but cuts taxes only for the middle class. 'These are policies aimed to help the forgotten Americans,' he explained. 'I don't need a tax cut.'"

"Trump plans to limit deportations: The Trump administration is going to proceed slowly and carefully with the deportation of undocumented workers. 'If we deport millions of these people, industries like construction and agriculture would collapse and we would have a big recession. How does that help the American worker?' asked Trump."

"Donald Trump announces sale of the Trump Organization: The president-elect said that he decided that people deserved a president without even the hint of conflicts of interest and so has decided to sell all his companies, put the proceeds in a multibillion-dollar charitable trust and ask his children to run it. 'If they want to get back into business, I will give them each a few million

to get started, just like my father gave me.'"

OK, that last one is total fantasy. On the others, I don't know if they will happen, but if they do, that would be great for America. I know that there are many people who opposed Trump's election who want him to fail. I don't. It's much better for the country and the world if Trump does well in the White House. That is not "normalizing" him, as some worry, but recognizing that the situation is what it is and trying to hope for the best. When Trump does things I disagree with, I will loudly protest. (For example, his refusal to properly separate himself from his businesses is truly unconscionable and makes the country look like a banana republic.) But if he ends up doing things that are sensible, I will cheer.

Trump has a unique opportunity. A vast number of Americans are deeply distrust-

ful of elites in Washington and New York. They believe that there are simple solutions to the problems that America faces, and they resent the country's engagement with the world, which they see as harming the average American. These people have put their faith in Donald Trump. If Trump can help make them understand some of the realities of the world and the constraints on government, that would be a huge step forward. If Donald Trump tells his followers that the Paris agreement on climate change is worth preserving or that NATO is crucial for global stability, they might actually listen.

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

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FAREED ZAKARIA



## Opinion

# Is a simple, easy-to-administer IRA right for your business?

Do you want a simple retirement plan — a plan you can implement easily as an independent contractor or small-business owner — without a lot of paperwork? A SIMPLE IRA (Savings Incentive Match Plan for Employees) may be the answer.

A SIMPLE IRA plan gives you a tax break while giving you and your employees a way to build retirement savings. True to its name, it requires no annual filing of Form 5500 with the IRS, which is typical for many other types of small-business retirement plans.

SIMPLE IRA plans are often set up using IRS forms 5304-SIMPLE or 5305-SIMPLE.

If you work solo, a SIMPLE plan could really help your retirement saving effort. Are you frustrated at the annual ceiling on Roth or traditional IRA contribu-

tions that lets you save only a few thousand dollars a year? Well, you can direct up to \$12,500 per year into a SIMPLE IRA — \$15,500 if you are 50 or older.

SIMPLE IRA contributions are made with pre-tax dollars, so they are 100 percent deductible. Just like other IRAs, a SIMPLE IRA allows tax-deferred growth of invested assets.



MARK LUND

How does a SIMPLE IRA plan work when you have employees? Each one of your employees gets their own IRA as part of the plan, with the same high annual contribution limits noted above. As

an employer, you must contribute to their IRAs each year in one of two ways (and you must inform them which approach you will take for the coming calendar year):

- You can elect to match their contributions dollar-for-dollar to a limit of 3 percent of their annual salaries. (If you like,

you can set this limit as low as 1 percent, but you can only lower the limit from the standard 3 percent in two years out of any five-year period.)

- You can just make a non-elective contribution of 2 percent of each employee's salary to each employee's plan. If you choose this option, you must make these 2 percent contributions whether or not the employee makes any plan contributions.

Employee contributions to a SIMPLE IRA are always 100 percent vested and employees are free to make their own investment decisions. As the accounts are IRAs, the money saved and invested may be held in a variety of investment vehicles offered by particular plan vendors.

What does an employee have to do to be eligible for the plan? Each employee must meet two simple compensation tests: 1. Will that employee receive at least \$5,000 in compensation from your business this year? 2. Did he or she receive \$5,000 or more in compensation from your busi-

ness during any of the two prior years? If both those tests are met, that employee can participate in a SIMPLE IRA plan.

Do SIMPLE IRAs have any shortcomings? Yes, they do; no small-business retirement plan is perfect. An employer must always make contributions to a SIMPLE IRA, year-in and year-out. Plan participant loans are also prohibited from SIMPLE IRAs, which is not the case with many other retirement plan accounts. That said, there is much more to like about SIMPLE IRAs than there is to dislike.

Why not make things SIMPLE? Look into a SIMPLE IRA plan for your business, your employees and yourself. Sole proprietorships, partnerships and corporations all have them — for great reasons.

Mark Lund is the author of *The Effective Investor* and provides investment and retirement planning for individuals and 401(k) consulting for small businesses. Advisory services are offered through Stonecreek Wealth Advisors Inc. in Utah.

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# Achieving operational competency: A must for business success

No matter what business you are in, achieving operational competency is critical. If you produce widgets, your employees must become competent in the operation that manufactures those products. If you operate a retail store, your team must be highly competent in buying, merchandising and selling your wares. If you run a bank, you must become operationally excellent in providing the financial services you offer.



**RICH TYSON**

their jobs as putting in eight-hour shifts rather than achieving a high organizational purpose, operational competency inevitably suffers. Clock-watching drives out motives of the operating and customer outcomes that ultimately lead to financial success and the achievement of organizational purpose.

Consider a bank I worked with a few years ago. The CEO (and primary owner) expressed his concern for the operational competency of his team of seven Small Business Administration lending officers. Only one of these “loan salesmen” (as he called them) was continuously bringing qualified borrowers to the bank’s lending committee.

My question for the CEO was simple: “What does the successful guy do that the others do not?”

For the CEO, the answer was not so simple. He replied, “We don’t know; he’s just good at his job.”

What I heard in this answer was “he is operationally competent.” In other words, he works

a process that delivers desired outcomes.

With that thought in mind, I asked the CEO if I could interview the star loan salesman to find out his process. The CEO agreed.

The results of those few hours together rendered the following insights:

First, this young man didn’t see himself as a “loan salesman.” He saw himself as a “facilitator of funding for successful entrepreneurial ventures.”

Second, because of this purpose, he sought ways to get in front of budding new entrepreneurs. He positioned himself as a solution-provider for capital, and he acquainted them with the SBA lending process and what to do to enhance their likelihood of passing muster with the lending committee.

Third, and perhaps most importantly, he didn’t abandon borrowers who were initially rejected by the lending committee; he reviewed the reasons such borrowers were denied and suggested ways to overcome those concerns. Because of this, he helped get loans for many who had been earlier rejected.

Finally, he enjoyed a steady

stream of referral business from the clients he had helped.

When the purpose of “facilitating funding for successful entrepreneurial ventures” became the bank’s SBA lending *why* — and the processes of prospecting, advising and follow-up were adopted by the other six SBA lending officers — operational competence skyrocketed. SBA lending rose seven-fold, becoming a significant profit center for the bank.

To what extent do you enjoy operational competence at your business? How might it be improved?

These are important questions for every business. Even so, I find that we are often too busy with the day-to-day demands of working *in* our businesses to take the time to work *on* the critical issue of operating competence.

Take, for instance, the way most small-to-medium sized businesses (and many large ones) bring new people on board. They are typically given a basic orientation that involves the mandatory paperwork, followed by a bit of on-the-job training.

Unfortunately, the nature of most of this training relies on what I call “learning by osmosis.”

In other words, new employees get a brief opportunity to sit at the elbow of someone already doing a job similar to their own before being thrown into the fray. Rarely is the *why* shared, and often even the fundamental operating processes are left uncommunicated.

As a result, the new hire starts with no operational competence, and with a decidedly tough road to ever achieving it. Because of this, we unwittingly often set up new employees for failure.

Over my 40-plus years of working with companies to achieve success, I have learned that *every* employee should have a sense of high organizational purpose and how their job contributes to that purpose.

Further, each should be carefully taught the processes inherent in their job that correlate with desired operating and customer outcomes. These are the fundamental, essential elements of bringing about operational competence and, ultimately, business success.

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



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# Executive Profile

## Inspiration through technology

### ONE ON ONE

**Susan Cashen**  
Senior Vice President  
Control4  
Draper

**Amy Steinbrech**  
amy@citylaunchpr.com

The list of Susan Cashen's job responsibilities are extensive at Control4, where she is senior vice president of marketing. With her 25 years of consumer marketing experience,

she oversees the company's corporate, brand, direct, product and partner marketing activities, as well as the company's IT initiatives. With headquarters in Salt Lake City and offices worldwide, Control4 is a provider of home and business automation systems that feature smart lighting, audio and video, security, communications and climate control solutions.

Cashen has devoted her marketing career to building brand awareness and driving the adoption of products and services, all with a singular focus: to scale revenue.

#### Why do you love the work you do?

"First and foremost, it's the people — really smart, passionate and dedicated people. I have the best team on the planet. I've been here for a while, but I fall in love with the work every day because of these people that I do the work with.

"Early on, one of the greatest risks I watched was going from startup focused to operationally focused. I call it from toddler to adolescence to adult. I have watched the company build and grow along the way. Our

founders did an amazing job coming up with this killer technology called home automation in a very different way and it has transformed what we call the CI channel. As the market evolved and the internet expanded the requirements for an exceptional experience in the home, our teams have had to up the user experience substantially."

#### What is a passion of yours?

"I volunteer with Seasons Hospice. It is a way for me to honor my brother-in-law's memory. We were the recipients of their incredible hospice services when Rob was dying and the experience was very transformative. I talk with patients — distracting them, laughing and crying with them — in an effort to ensure their end-of-life experience is dignified, peaceful, and on their terms."

#### What stands out as your most challenging and rewarding marketing experience?

"At TIVO, I headed up the team that introduced the first digital video recorder and worked to build consumer awareness around the brand. It was exciting to see the TIVO name go from an unknown entity into a household brand name. At Control4, I love the challenge of building a global channel and providing all the tools and processes necessary to win over consumers through our professional installer network."

#### What has been the most challenging part of your job?

"I think every chief marketing officer faces the challenge of marching along the strategic path for the future, while remaining focused on the imperative tactics for execution today to hit short-term objectives."

#### What are some life lessons learned from having a lot on your shoulders?

"While working as the vice president of marketing at TIVO, I dealt with the 'imposter complex.' I was ready to quit my job because I felt like it was too much for me. I had to get over it and I became an executive on my terms. Back then, a huge worry for me was, 'How would I crush my marketing deliverables and make my marketing team look great and deliver for my company?' Now, I can immerse myself in business and really think operationally, cross-functionally.

This provides intellectual stimulation after decades of doing marketing, and I find that I am doing things I have never done."

#### Who were the inspiring people throughout your career?

"Early in my career, I was inspired by people who were kicking ass, whether a man, woman or child. These people were just doing amazing things with their energy, passion and creativity. I loved my TIVO experience because I was able to work with this revolutionary technology. The founders were so smart and their product changed people's lives. This experience, although really hard, was really inspiring, and I learned a lot along the way.

"In Silicon Valley, I met women who were launching companies like Sybase and others who were counseling each other on technology. They weren't intimidated by technology. This experience gave me the courage to admit that: 1. I am not a techie, and 2. If they can learn to embrace technology and think about how to market it effectively, I can, too.

"My husband is a guy that has also been an endless inspiration for me. Since the early 80s, we decided we were both going to have skin in the game in our careers, but not at the risk of losing out with our children. When they were babies, I was able to have an exceptional professional experience, but demanded flexibility. My husband and I made decisions on how we would make it all come together. My children have turned out pretty amazing. I credit my husband for helping us navigate through that entire experience as a team and partnership."

#### What changes have you noticed in the home and business automation technology markets?

"As the home and business technology markets have evolved, the expectations for extraordinary customer experiences increase. At Control4, we have really upped our game in ensuring an exceptional homeowner experience to remain competitive."

#### What is a recent proud moment in your career?

"Realigning Control4 around a singular focus point and executing against that. Reaping the benefits in market growth dealer satisfaction and customer loyalty was an incredibly satisfying accomplishment."



#### What keeps you motivated?

"Whether we're launching new products, tools or programs, staying ahead of the competition has always driven me."

#### What would people be surprised about you?

"I am not a technology nerd. I majored in Russian. But if I can embrace technology and new tools to do my job and live more efficiently, there's hope for other liberal arts majors to succeed in this very exciting space."

#### What lesson do you live by in life or your career?

"There are ups and downs in life — it's a journey. You have to allow people, opportunities and moments help to define how you want to tackle your life."

## CALENDAR

from page 9

be completed at Eventbrite.com.

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

**Connect 4 Lunch**, a Sandy Area Chamber of Commerce event. Location is Anytime Fitness, 9211 S. Village Shop Drive, Sandy. Cost is \$15 for members, \$20 for nonmembers. Details are at sandychamber.com.

### Jan. 17, 6-9 p.m.

**"Share the Magic" Gala**, a West Jordan Chamber of Commerce event featuring the Craig Dearing Legacy Award, volunteer check presentation and Ambassador of the Year Award. Location is The Gathering Place at Gardner Village, 1100 W. 7800 S., No. 24, West Jordan. Details are at westjordanchamber.com.

### Jan. 18, 7:30 a.m.-1 p.m.

**Utah Economic Review and Policy Summit 2017**, featuring a discussion of the Utah economy and what business and policy leaders are doing to secure a prosperous future. Activities include the Utah Economic Review from 7:30-9:30 a.m. and the inaugural Utah Business & Policy Summit 10 a.m.-1 p.m. Review will feature economists and business leaders from around the state discussing the Utah economy. The annual event is hosted by the Salt Lake Chamber, in collaboration with the Governor's Office of

Management and Budget, David Eccles School of Business, the Kem C. Gardner Policy Institute and Economic Club of Utah. The summit, presented by the Salt Lake Chamber, will feature Utah business leaders and elected officials discussing the critical issues that affect the state's businesses, including the release of the chamber's 2017 Public Policy Guide. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$95 for both events; \$65 for the Utah Economic Review breakfast only; \$40 for Utah Business & Policy Summit lunch only. Details are at slchamber.com.

### Jan. 18, noon-1 p.m.

**Professional Development Series**, presented by the Utah Valley Chamber. Location is Provo LDS Employment Resource

Center, 702 W. Columbia Lane, Provo. Free. Details are available by calling (801) 818-6161 or at <http://bit.ly/1tDS04k>.

### Jan. 20, 6-9 p.m.

**Business Awards Banquet**, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at davis-chamberofcommerce.com.

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

**Annual Dinner**, an Ogden/Weber Chamber of Commerce event. Social starts at 6 p.m., followed by dinner at 7 p.m. Event includes awards presentations, a social hour, formal dinner, music and guest speakers. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Details are at ogdenweberchamber.com.

## CAI

from page 1

from the survey include:

- Twenty-six percent of consumers believe the U.S. economy will improve during the next 12 months, compared to 20 percent in October.
- Sixty-six percent of Utahns think interest rates will go up in the next 12 months.
- Eighty-four percent of employed Utahns believe it is unlikely they will lose their jobs, compared to 79 percent in

October.

• Sixty-seven percent of Utahns believe the price of gasoline will go up over the next 12 months.

Zions Bank provides the CAI as a free resource to the communities of Utah. The monthly CAI summary reports are released at a monthly press conference, coinciding with The Conference Board's national CCI release date.

Analysis and data collection for the CAI are done by the Cicero Group, a market research firm based in Salt Lake City.

## PRISON

from page 1

lems at the end," Ari Bruening, Envision Utah's chief operating officer, told the commission at its most recent meeting. "Somebody — usually the government — decides through analysis and research what ought to be done, they educate the public about the solution they've chosen for them, they announce the plan, they then end up defending the plan because they didn't involve people from the beginning, and it usually has a bad result.

"That is exactly what we're trying to avoid here ... [instead] to get everybody involved upfront."

Public and stakeholder engagement is part of Phase 1 of the process, which also will involve research, conceptual visions and goals. Phase 1 is expected to last until next spring. Phase 2, from spring until early winter in 2017, will feature scenario development and modeling and public and stakeholder input on the scenarios. Phase 3, during the winter of 2017-18, will include a funding strategy, vision development, implementation and a final report.

"The No. 1 thing we want in Phase 1 is stakeholder involvement and ideas so that their ideas are taken into account from the very beginning, and the second thing is the public involvement," Robert Grow, Envision Utah president and chief executive officer, told the commission.

Salt Lake County Mayor Ben McAdams was among commission members urging input from stakeholders and the public. "Thinking about this and having been involved in several of these processes, you know that people don't care until the process is over and they don't like the outcome, and then they wonder why you didn't invite them to meetings that they were invited to for three years," McAdams said.

As for the next steps, Grow suggested a large public stakeholder meeting by mid-December, with perhaps a series of follow-up meetings and a large public meeting early next spring.

The Point of the Mountain Commission was created during the 2016 legislative session and consists of local officials, private-sector representatives and state officials from both the legislative and executive branches. The Legislature voted last summer for a new \$550 million pris-

on to be built at a site near Salt Lake City International Airport that had been unanimously recommended by the Prison Relocation Commission. The Draper facility opened in 1951 and is expensive to maintain. It has about 1,000 workers overseeing about 4,000 inmates and has about 1,500 people who do volunteer work there.

The 700-acre prison site in Draper is seen by some people as a potentially valuable hub for innovative technology companies, augmenting an already tech-heavy area called "Silicon Slopes."

Envision Utah was selected as a development partner following a bidding process. Members of the Envision Utah team are Fehr & Peers, Fregonese Associates, HOK Design, Horrocks Engineers, RCLCO Real Estate Advisors, Sherwood Design, SWCA Environmental Consultants and Zions Public Finance.

Grow told the commission that there are many issues to consider when planning for the Point of the Mountain area. They include a multitude of government entities and landowners, transportation infrastructure, other infrastructure, finance, economic development, the environment and recreation organizations, school districts and universities, health-care facilities, churches and others.

"That list is sort of a topics list of all of the people who care and all of the issues that we know about at this point," Grow said. "There will be much more that will come up as the public is engaged [and] other stakeholders are engaged."

Grow said the Point of the Mountain area has "a number of major challenges" and opportunities.

"One of the great opportunities is there is a lot of activity here because our growth is focused into this narrow corridor, but if you look at that couple-of-mile-wide strip, there are geographic constraints — the Jordan River, the terrain, environmentally sensitive areas, hazard-prone areas, federal lands and so on," he said. "You can see clearly the challenge of transportation as 1.5 million people will be in Salt Lake County by 2050 and we'll have maybe 1.2 to 1.3 million in Utah County, and this becomes the narrow neck of land, essentially, between these two areas."

Audio recordings of commission meetings and presentation materials are available at [le.utah.gov](http://le.utah.gov).

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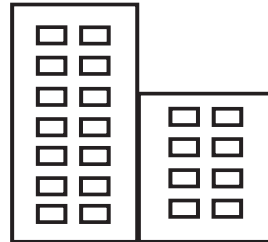
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