

Focus



BANKING & FINANCE
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Workers at Merit Medical Systems Inc. package products for delivery. Merit is part of a thriving life science industry in Utah, which has 32,200 workers and is expected to grow, according to speakers at the recent Utah Life Science Summit.

Life sciences make 'significant' contribution to Utah economy

Speakers tell Utah Life Science Summit attendees that their industry is thriving, growing and relevant

Brice Wallace
The Enterprise

"Really thriving." "Growing." "Relevant."

Those were among the words speakers used to describe Utah's life science industry at the recent Utah Life Science Summit, organized by industry association BioUtah.

"It's very clear to us that life sciences makes a significant contribution to the Utah economy," Natalie Gochmour, associate dean of the David Eccles School of Business at the University of Utah and director

of the university's Kem C. Gardner Policy Institute, said at the event's keynote presentation.

In 2015, she said, life sciences accounted for 2.7 percent of Utah private-sector jobs, with a total of 32,200. The \$2.1 billion its companies paid workers that year was 4.1 percent of the state total. And sales of \$12.7 billion in 2012 were 5.2 percent of the state's overall figure.

While some of those figures might seem low, Gochmour said, they account only for direct economic impacts. The institute is currently studying indirect and induced economic impacts, with study results about the "multiplier effect" expected to be released sometime early next year.

That kind of detail is needed in order to help the industry and government decision-

see LIFE SCIENCES page 4

Labor market strength keeps confidence high

After a record-setting high in October, the Zions Bank Utah Consumer Attitude Index (CAI) remained steady in November, decreasing only slightly from 125.4 to 124.4. Consumer confidence in Utah has registered above 110 since June last year, indicating that Utahns continue to be very optimistic about current economic conditions within the state, as well as optimistic about the economy's future trajectory.

The overall Utah CAI currently sits 9.7 points higher than its level 12 months ago. By comparison, the national Consumer Confidence Index increased 3.3 points to 129.5 in November and is 21.1 points higher than it was at this time last year.

Although the CAI dropped slightly in November, it remained above 120 for a second consecutive month for the first time in its history. Consumer attitudes within the state have largely been bolstered by positive perceptions of current and future labor market trends, according to the analysis published by Zions Bank. Utah currently boasts the second-fastest-growing labor market nationwide at 2.7 percent employment growth year over year, nearly double the national average of 1.4 percent.

The Zions Bank Present Situation Index, a sub-index of the CAI, decreased 2.5 points to 128.7, compared to the national Present Situation Index, which increased 1.9 points to 153.9. The Zions Bank Expectations Index increased 0.1 points to 121.5 and the national Expectations Index increased 4.3 points to 113.3.

"Utah is making a name for itself na-

see CAI page 15

Fire with fire: Farmers advised to get on social media

Brice Wallace
The Enterprise

When Michele Payn hears and reads what's being said about farmers and ranchers, she finds something missing: the voices of farmers and ranchers.

And she insists that it's time they speak up.

Speaking at the recent Utah Farm Bureau annual convention in Layton, the farm and food advocate and the author of a pair of books about farming stressed that the

Human Society, PETA, Greenpeace, the Sierra Club and other organizations are using social media and other means to have millions of conversations that influence what consumers believe about farms and ranches.

For example, she said, those groups will happily tell people that farmers and ranchers are abusing animals, pumping them full of chemicals and other claims that she flatly calls lies.

When she sees their social media posts, "there is no question whatsoever that the lies being told by animal rights organi-

zations ... are going to impact you over the next five and 10 years," she told the crowd. "You think they're posting pretty pictures from Utah's farms and ranches? You see, the story of agriculture is being told without our voices there."

That story being told through social media stories and images focuses on issues such as animal welfare, hormones, antibiotics, chemicals, biotechnology, food safety, sustainability and land use.

see BUREAU page 4



Fourteen projects receive \$435,112 in grants from Utah's rec office

Brice Wallace
The Enterprise

In an effort to improve outdoor recreation infrastructure throughout the state, the Utah Office of Outdoor Recreation has awarded more than \$435,112 in grant funding for 14 projects in 12 counties.

The projects' cost totals more than \$2.8 million when matching funds and private investment are included. The projects include trails, campsites, bicycle parks and more. Sixty-seven percent of the approved grant funds will support projects in rural counties.

The office received 28 applications seeking more than \$1.1 million in grant funding for projects valued at \$4.7 million. The 14 recipient projects are expected to create 81 jobs, including 67 in rural Utah.

Recipients of the Outdoor Recreation Grants are:

- Beaver City, for Beaver City wayfinding and kiosks. To-

tal project value of \$69,000. Grant amount of \$18,000.

- Grand County Economic Development, for Courthouse Rock Campground corrals. Project value of \$33,724.44. Grant of \$5,724.44.

- Salt Lake Climbers Alliance, for Gate Butte Recreation Infrastructure Project Phase 1 in Little Cottonwood Canyon. Project value of \$165,740. Grant of \$50,000.

- Great Salt Lake Nature Center, for wayfinding signs (Davis County). Project value of \$5,583. Grant of \$2,500.

- Kane County Water Conservancy, for Jackson Flat Reservoir recreation infrastructure and trails. Project value of \$531,129. Grant of \$200,000.

- Town of Alta, for Lower Albion Meadows Trail improvements. Project value of \$18,000. Grant of \$5,000.

- Emery County Travel Bureau, for Lower San Rafael Road wayfinding signs. Project value of \$10,888. Grant of \$5,000.

- Orem City, for the Bike-Skills Trail Park at Mount Tim-

panogos Park. Project value of \$78,185. Grant of \$30,000.

- Kaysville City, for Pioneer Park adventure play area. Project value of \$1.6 million. Grant value of \$35,000.

- Provo City Parks and Recreation, for Slate Canyon Cycle Park. Project value of \$95,000. Grant of \$25,000.

- Perry City (Box Elder County), for Three Mile Creek Gun Range short-range pistol venue, trail and parking project. Project value of \$61,787.25. Grant of \$11,110.

- Vernal City, for wayfinding. Project value of \$62,500. Grant of \$25,000.

- Heber Valley Tourism and Economic Development, for the Wasatch Mountain State Park archery range. Project value of \$60,934.82. Grant of \$30,067.80.

- Southern Utah Bicycle Alliance, for the Washington County Recreational Road Bike Network. Project value of \$41,245. Grant of \$10,710.

"What I appreciate about our

Outdoor Recreation Grants is, it's not just for the Fortune 500 companies — which we appreciate and we want more of them — but it's for the smaller things that actually add to the quality of life that we have here," Gov. Gary Herbert said at a recent meeting of the Governor's Office of Economic Development (GOED) board.

"Outdoor recreation plays an important role in Utah's diverse economy and quality of life," Val Hale, GOED's executive director, said in a prepared statement. "As the fastest-growing state in the na-

tion, we have the responsibility to plan for our future by creating and maintaining recreation opportunities in our communities."

"Our goal is to ensure all Utah residents can live a healthy, active lifestyle through outdoor recreation," said Tom Adams, director of the Office of Outdoor Recreation. "We work with our local partners to build healthy communities and support the outdoor recreation economy. These projects demonstrate Utah's commitment to fostering close-to-home recreation opportunities."

Jobless rate ticks down

Utah's unemployment rate is among the lowest and most stable in the nation. It ticks up or down slightly from month to month and in October, it ticked back down one-tenth of a percentage point to 3.3 percent.

The national unemployment rate also dropped one-tenth of a percentage point from September to October and now sits at 4.1 percent.

Utah's nonfarm payroll employment for October grew by an estimated 2.7 percent, adding 39,400 jobs to the economy since October 2016. Utah's current employment level sits at 1,492,600. September's year-over job growth has also been revised from 2.4 percent to 2.7 percent.

"Employment trends in Utah have moderated slightly but continue to show notable expansion," said Carrie Mayne, chief economist at the Department of Workforce Services. "Unem-

ployment remains low, indicating that opportunities for employment are meeting the needs of job seekers."

Utah's private sector employment grew by 2.9 percent year-over with the addition of 34,800 positions. Eight of the 10 private sector industry groups measured in the establishment survey posted net job increases in October as compared to last year. The natural resources and mining sector decreased by 300 positions and the information industry lost 1,000 positions.

The largest private sector employment increases were in professional and business services (10,000 jobs); trade, transportation and utilities (6,200 jobs); and education and health services (5,500 jobs). The fastest employment growth occurred in other services (6.1 percent); professional and business services (4.8 percent); and construction (4.5 percent).

Purple now at Mattress Firm

Alpine-based Purple Innovation LLC has abandoned its mail-order roots and announced that its proprietary mattress line will now be available at a limited number of retail outlets.

The company has selected Mattress Firm to launch the trial retail sales of its bedding products, touted as the "World's First No Pressure Mattress," at 13 retail locations in the Washington, D.C., area. The rollout will then be followed by locations in Austin, Texas, and Sacramento, California. These locations were chosen by Mattress Firm based on consumer research, which will also be used to pick future locations and launches.

Purple selected Mattress Firm because "they are laser focused on helping people find a bed perfectly suited to their needs," said Sam Bernards, CEO at Purple. "That

passion makes them an exciting distribution partner for us."

The Mattress Firm locations will also be the first to pilot Purple's next generation of mattresses, which will include the company's signature Hyper-Elastic Polymer material, the company said. The new mattresses will also include innovatively designed, fully pocketed coils.

"From the start, Purple has been resolute on providing the most comfortable and supportive mattresses on the market," said Bernards. "We continue to improve our mattresses to help people feel better and reduce uncomfortable pressure using our proven sleep science, which is revolutionizing the mattress industry. We're excited to roll out this new blended channel approach and to help people sleep better all over the country."



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A new solar array on the rooftop and parking canopy of a University of Utah Research Park building at 383 Colorow Way came on line last month and will offset about 27 percent of the facility's energy consumption.

Let the sun shine

Three facilities at Research Park open solar panel arrays

The University of Utah Research Park has taken another large step in its goal of carbon neutrality by 2050 with the activation of solar arrays at three building locations within the park. The installations — at the 729 Arapen Drive, 383 Colorow Way and 295 Chipeta Way — feature multiple mounting configurations, including rooftop, parking canopy and ground.

The new solar arrays are a combined 1.9 megawatts in size and will offset the three buildings' energy consumption by a combined 27 percent.

"We are excited about the opportunity to significantly expand our alternative energy sources in Research Park," said Jonathon Bates, real estate administration executive director for the facility. "These projects not only align with the U's commitment to be carbon-neutral by 2050, but also begin the process of reinforcing sustainable building practices in Research Park on the cusp of its 50th birth-

day. As we look to the next 50 years of economic growth, innovation and private-public partnerships to reinforce the foundation of Research Park, it is exciting to capitalize on an opportunity to strengthen our alignment to sustainable development practices."

Last year, solar energy was reported as the world's fastest-growing source of power, Bates said. In Salt Lake City alone, there have been an estimated 60,000 panels installed. The new university facilities are projected to eliminate about 1.6 tons of carbon dioxide emissions a year and represent a combined effort with local contractor EFG Consulting, the university and Celtic Bank to increase the renewable energy sources in Salt Lake City.

"We are very interested in expanding our renewable footprint at the university. Projects like these, which can supply a whopping 1.9 megawatts of power, are much more than token gestures," said

University of Utah chief sustainability officer Amy Wildermuth. "They diversify our energy supply and are visible reminders of our commitment to better air quality and carbon neutrality. I applaud Jonathon and his partners at Celtic Bank for their ingenuity in bringing this project to fruition and hope we are able to capitalize on more opportunities like this in the future."

The Research Park arrays will nearly triple the total amount of solar energy produced on campus. Over the past eight years, on-campus energy production by solar projects has continued to increase. Notable projects include the 2012 installation of solar panels atop the Natural History Museum of Utah and the Health, Physical Education and Health Complex East and North.

The Colorow and Arapen solar arrays were made possible through a partnership with Celtic Bank, which provided tax equity, permanent debt and construction funding for the project.

Most employers will pay less unemployment insurance tax

The majority of Utah's employers will see a reduction in their unemployment insurance tax rates for the 2018 calendar year, the Utah Unemployment Insurance Division announced last week. In 2018, more than 75 percent of Utah's established employers will qualify for the minimum contribution rate of approximately \$34 per employee per year — a 48 percent decrease from 2017. Utah's taxable wage base increased from \$33,100 to \$34,300 over the past year, the division said in a release.

For 2017, Workforce Services is projected to collect \$185 million in unemployment insurance taxes, which is approximately \$170 million less (a 47 percent reduction) than the amount collected in 2013. This will mark the fourth consecutive year that Workforce Services collected less taxes from Utah employers.

Employers whose former employees were eligible for and received unemployment insurance benefits will see an adjustment in their 2018 contribution rates compared to 2017, with rates ranging from 0.1 percent to 7.1 percent. New employers will pay an industry average, ranging from 1.1 percent to 5.5 percent.

Employers contribute to the Utah Unemployment Insurance Trust Fund to pay benefits to workers who become unemployed through no fault of their own. At the end of the last state fiscal year, the fund had a bal-

ance of \$1.03 billion, which is within the statutorily desired level. According to the U.S. Department of Labor, Utah's Unemployment Insurance Trust Fund is the fourth-healthiest trust fund in the nation.

"Proper calculation of the tax rate is critical to help ensure Utah's Unemployment Insurance Trust Fund remains solvent during times of high unemployment and to ease the tax burden on employers to encourage economic growth," said Kevin Burt, director of the Unemployment Insurance Division. "Utah's program is implemented well by our unemployment insurance staff, who work diligently to ensure that only eligible individuals receive the unemployment insurance benefit, and who will continue to support both employers and claimants in understanding and following the rules of the program."

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BUREAU

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Payn asked the audience who was leading the conversations about them. "Activists!" responded one audience member.

"Activists, such as people eating tasty animals, correct?" Payn said. "All right, folks, it is fair to say that, no matter how strong Farm Bureau is, that we're not leading the conversation as farmers and ranchers.

"When you consider the influences of what's happening in agriculture over the past decade, I think it's probably fair to say that when you look at these [activists'] images, there is no question whatsoever that your livelihood is at stake."

Payn, the author of *No More Food Fights* and *Food Truths from Farm to Table* and who lives on an Indiana farm, contends that because of activists, the public is misinformed about agricultural issues. Having farmers'

and ranchers' voices heard and believed has inherent obstacles. Most consumers have not met a farmer or rancher. A Michigan State University study indicates that 75 percent of U.S. consumers have not been on a farm or ranch in the past five years. "The reality that we have to face in this country is 1.5 percent of our population is on a farm or ranch; 98.5 percent is not," she said.

But farmers and ranchers can build trust with consumers if they are able to connect in person or online, first by pointing out ways they are similar.

"We have to connect as humans first, farmers and ranchers and agriculturists next. Humans first, every single time," Payn said, adding that doing so at a farmers' market is "such an opportunity to be able to connect and relate to them on a personal basis that many of us don't experience."

Farmers and ranchers need to avoid attacking consumers

who have pointed questions but instead need to answer basic questions about why they do the things they do. Consumers will tune out an answer that starts with "science, more science and even more science backed up by data and research," she said.

Studies indicate that people generally trust farmers but not farming, she noted.

"And yet, we sit up in all of our brilliance and we say, 'Stupid consumer, let me educate you.' How does that come off?" Payn asked. "Pretty darned arrogant."

Instead, she suggested that a respectful, conversational manner — sprinkled with some understanding — works better.

"It takes a highly contentious, highly emotional subject and it makes people go, 'Huh. Really?' and then you have an opportunity to have a civil conversation," Payn said. "If we can talk about food being raised the right way, by the right people, for the

right reasons, then we can be able to relate to folks."

If farmers and ranchers feel the impulse to get into a smack-down with someone in public or especially online, Payn said they need to avoid insulting them in public. "The world is watching, because the conversation is always bigger than the person you are having it with," she said.

Payn acknowledged that jumping onto social media to spread the word about the good that farmers and ranchers do might make some of them uncomfortable.

"The humility is admirable and engrained into our culture,

true?" she said. "And as long as we believe we are 'just a farmer' and 'I don't have any business getting anywhere near a microphone,' those activist organizations ... they win.

"Whether it's in person, whether it's online, it's about reaching out and shaking hands and helping people see that farmers and ranchers are indeed human and that we are raising food the right way, for the right reasons, by the right people. Because, at the end of the day, if we can get those things across, we can have an impact in this conversation. But it's going to take every single voice."

LIFE SCIENCES

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makers better understand life science's economic scope, she said.

"If you are in the defense industry, there is a wealth of economic intelligence. If you're in the life science industry, there is not enough economic intelligence," Gochnour said. "We want to create a much more complete picture of your industry, and I think by doing that, we will not only help you, but we will help our state make better decisions to have the best shot at keeping this expansion going."

The 32,200 life science jobs represent "strong recovery" for the industry, she said, noting that the figure was 28,100 in 2008 and dipped as low as 23,900 as recently as 2010.

Utah's life science job growth between 2012 and 2015 was 6.2 percent, outpacing U.S. sector growth of 2.9 percent and overall U.S. job growth of 2.3 percent, as well as Utah's overall job growth of 4 percent.

"We've grown so much faster than the U.S. for total jobs, so much faster than the U.S. for life science jobs, and it's getting faster and faster as we look at the more-recent years," Gochnour told the crowd. "Pretty interesting. That's your sector doing that."

Gochnour also said that life sciences has strong economic diversity. In 2015, 57 percent (18,300) of Utah's life science jobs were in manufacturing of medical equipment and supplies, pharmaceuticals and medicine, and laboratory instruments and other items. About 7,500 jobs were in wholesale, or 23.2 percent of the industry. About 6,400 jobs, or 19 percent, were in services such as research and development and laboratory testing.

The manufacturing presence, she said, "is an incredible

positive for our state, because so many states are losing manufacturing jobs, and in Utah we're growing manufacturing jobs." And it's advanced manufacturing that the industry is undertaking. "I think this, to me, is the most economically relevant and exciting thing about life sciences," she said.

As for the industry's outlook, Gochnour cited an overall positive trend for Utah receiving National Institute of Health (NIH) research grants for life sciences and the fact that Utah has an aging population that will result in increasing healthcare demands. Utah currently has about 340 people age 100 or older, but that is projected to grow to 6,800 by the year 2065. "That's telling, right? That tells you that the Utah of today is going to change," she said.

Tom Polen, president of medical technology company BD (Becton, Dickinson and Co.), said Utah has a "fantastic environment for the life science industry." He said that nationally, trouble signs include 40 percent lower levels of venture capital funding into the medtech sector over the past decade, including a 75 percent drop for the earliest-stage startups. Also, federal biomedical research has not kept up with inflation, he said.

"Obviously, the environment that the governor and the state of Utah have created here is kind of a bubble and something that is very special," Polen said. "It's also important to recognize what's happening in other states across the country.

"We're certainly in a time of unprecedented change in healthcare. And I believe it's on all of us here today to help drive that future of healthcare. ... There's been no more exciting time in the life science and medtech industry, and we really look forward, obviously, to what the future holds and the opportunities here in Utah."

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Alta Capital acquired by Toronto firm

Guardian Capital Group Ltd. of Toronto has acquired a majority interest in Salt Lake City-based Alta Capital Management LLC. Guardian will pay \$45 million at closing for 70 percent of Alta with contingent amounts up to \$10 million within four years, according to a release. The transaction is expected to close in early 2018 and will add over \$3 billion to Guardian's assets under management.

"We're very pleased to partner with the Alta principals to build on our desired commitment to strengthen and enhance our presence in the United States,"

said George Mavroudis, Guardian's president and CEO. "Very importantly, our firms share the same cultural values and we are thrilled to be adding a firm of this quality to the Guardian Capital group of companies. Serving a common client profile of retail wrap intermediaries, institutional and private wealth clients, the combined organization will enjoy greater scale, which is critical to being competitive in today's investment industry."

Following the completion of the acquisition, Alta will contin-

ue to provide investment services to its U.S. investors from the Salt Lake City office.

"Alta Capital is excited to join the Guardian group of companies," said Michael Tempest, president and chief investment officer of Alta. "Our respective cultures, goals and investment philosophies are uniquely aligned. Alta will remain a leading U.S. investment management firm, now benefiting from the support of Guardian's significant financial and operational resources."

Founded in 1981, Alta employs 15 in its Utah operation.

Windermere, Bringham Group announce merger

The Bringham Group, a locally owned residential real estate brokerage, has become part of Windermere Utah Real Estate, the companies announced last week. Windermere Utah is part of a Seattle-based residential and commercial real estate company and has six Utah offices. Financial details of the transaction were not announced.

The Bringham Group was founded in 2005 as a small boutique brokerage by Jim Bringham. The Bringham Group is located in the Harvard-Yale area of Salt Lake City and will become Winder-

mere's seventh Utah office. Bringham will serve as branch broker for the office and the office will be called The Bringham Group at Windermere.

In 2004, Bringham served as president of the Salt Lake Board of Realtors. He is a top contributor to the Realtors Political Action Committee, which supports both Republican and Democratic candidates running for political office that champion homeownership.

"We are excited to be part of the Windermere family," Bringham said. "This is a good fit. We

will maintain the small brokerage feel, but with a national company that puts community first and has more marketing tools to better serve our clients."

Windermere Real Estate is ranked as the largest regional real estate company in the western U.S., with over 300 offices and 6,000 agents serving communities in Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington and New Mexico. Last year, Windermere closed over 85,000 home sales for more than \$33.2 billion in dollar volume.

Pittsburgh software firm buys Park City's 3DSIM

ANSYS, a Pittsburgh-based developer of engineering simulation software, has acquired 3DSIM of Park City. 3DSIM develops additive manufacturing simulation technology. The acquisition of 3DSIM gives ANSYS a complete additive manufacturing simulation workflow application. Terms of the deal were not disclosed.

According to a release from ANSYS, the combined ANSYS-3DSIM simulation software helps overcome risks inherent in the additive manufacturing, also known as 3D printing. Unexpected metal melt causing product failure is among the problems encountered in the process.

Customers for the 3DSIM process include aerospace and automotive OEMs, parts manufacturers, metal additive manufacturing machine producers and leading research labs.

"Additive manufacturing is changing the way companies are bringing products to market and 3DSIM is helping to lead the way through its innovative solutions," said Shane Emswiler, ANSYS vice president and general manager. "By bringing exaSIM and FLEX onto our Workbench platform, ANSYS can offer customers the only end-to-end additive manufacturing simulation workflow available. That will spark innovation, speed time to market and reduce manufacturing costs for our customers across industries."

"We are excited to become part of the ANSYS family with its nearly 50-year history of helping customers realize their product promise," said 3DSIM CEO Brent Stucker. "Combining 3DSIM's leading additive manufacturing technology with ANSYS engineering simulation solutions will be a win-win for our customers and the entire industry."

Founded in 2013, 3DSIM will add its approximately 50 employees to the ANSYS team. ANSYS has more than 75 sales locations throughout the world with a network of channel partners in 40-plus countries.



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ASSOCIATIONS

• **The National Association of Gay and Lesbian Real Estate Professionals (NAGLREP)** now has its first chapter in Salt Lake City. **Babs De Lay** was an instructor at the organization's convention in Palm Springs in October and met with the national director to start a local chapter. De Lay is a principal broker, Realtor and owner of Urban Utah Homes & Estates. The local chapter will have quarterly "lunch and learn" get-togethers in 2018 in Salt Lake and perhaps an entry in the annual Pride Parade in Salt Lake City during the summer. The chapter will allow membership to all real estate professionals who have displayed an interest in increasing home ownership for LGBT people.

CONTESTS

• **Jon Rhodes**, owner and founder of Rhodes Physical Therapy, Farmington, is part of a competition for the inaugural **Web.com Small Business of the Tour Award**, and competition voting continues until 9:59 p.m. Mountain time Dec. 6. Earlier this year, Rhodes was recognized at the Utah Championship presented by Zions Bank as a 2017 recipient of the inaugural Web.com Small Business of the Tournament Award. Launched this past spring, the program honored one small business from each U.S. Web.com Tour tournament location for its community involvement and partnership with its local tournament.

Voting for the national winner can be completed at smallbiz-tour.web.com. The winner will receive \$25,000 worth of Web.com online marketing products and services. The winner will be announced Dec. 7 at the PGA Tour's annual meeting in Boca Raton, Florida.



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CORPORATE

• The board of directors of **LifeVantage Corp.**, Salt Lake City, has approved up to \$5 million in stock repurchases. The company expects to fund the repurchase program through cash on hand and future cash flow from operations. The authorization may be suspended or discontinued at any time and expires on Nov. 27, 2020. LifeVantage is a health, wellness and anti-aging company.

EXPANSIONS

• **Go Solar Group**, a Salt Lake City-based solar panel provider, has expanded into the Reno, Nevada, residential solar market. It is its first market outside Utah.

• **Solstice Energy**, a Utah-based solar company, has expanded into the Nevada market with a new office in North Las Vegas. Solstice Energy is a subsidiary of developer Solstice Homes. **Todd Verk** will lead the new office as vice president of business development and general manager for Nevada.

OUTDOOR PRODUCTS/RECREATION/SPORTS

• **Solitude Mountain Resort** has hired **Jeff Carroll** as director of sales and marketing. For the past nine years, Carroll has been director of sales and marketing at Red Lodge Mountain in Montana. Before that, he held sales positions at Tamarack Resort in Idaho and Colorado's Copper Mountain.

PHILANTHROPY

• The **Utah Safety Council** is partnering with the **Utah Children's Justice Center** to collect stuffed animals, soft blankets, notebooks and pens for the center. Donations may be made at the council's office, 1574 W. 1700 S., by Dec. 19. The council also can pick up items from organizations — scheduling can be made by contacting Veronica Kitchens, home and community program manager, at vkitchens@utahsafetycouncil.org or by calling (801) 746-SAFE (7233). The center provides a comfortable, child-friendly atmosphere where children and teens receive coordinated services during the child abuse investigation process. More than 3,200 children, teens and family members receive services each year. Details about the collection campaign are at <http://www.utahsafetycouncil.org/content/Members-Give-Back.aspx>.

• **Ricky Rubio**, a point

guard for the Utah Jazz, has been named an ambassador for the **"5 for the Fight"** campaign to raise \$50 million for cancer research. Rubio recently launched a **"Pledge It"** campaign inviting fans to donate a specific amount of money for every assist he makes this season, with the goal of raising \$150,000. Both Rubio and corporate partners are matching gifts made by fans. The first \$20,000 in donations will be matched by **Layton Construction Co.** Details are at <https://pledgeit.org/ricky-5forthe-fight>. The "5 for the Fight" campaign was started in 2016 by **Qualtrics**.

• Oral surgeons Dr. Michael Harris, Dr. David Park, and Dr. Jared Brown of **Utah Surgical Arts**, Provo, have announced the recipient in its second annual "Share a Smile" program. **Misty Orme**, 39, of Sandy, will receive a complimentary procedure to replace her decaying and missing teeth. Orme started losing her teeth during her second pregnancy. Over the years, her teeth continued to break and fall out of her mouth. Orme was selected from 422 applicants to receive the "All-on-4" Treatment Concept, which typically would cost about \$40,000. Utah Surgical Arts is teaming up with Dr. Joe Jeppson of **Jeppson Dental** and dental lab **DSG Fine Arts** to provide the treatment.

REAL ESTATE

• **Oakwood Homes**, a Colorado-based private home-builder with its Utah Division headquartered in Murray, has announced a new home development to be built in American Fork. The development, named **Hansen Ranch**, will be on former horse ranch property at 1100 E. 400 N. It will feature

90 single-family homes. Sales will begin in February but interested homebuyers can register now at <https://oakwoodhomesco.com/communities/hansen-ranch/>. The company also has expanded its floorplan offerings at Holbrook Farms in Lehi.

• **Drawbridge Realty** has chosen the Salt Lake City Asset Services team of **Cushman & Wakefield** to provide property management, client accounting, engineering operations, and project and development services for its Airport Technology Park portfolio, totaling nearly 1 million square feet. Two tenants, Unisys and L3 Technologies, occupy the eight-building, 80-acre office/R&D campus. The project also has the ability for an additional 70,000-square-foot, build-to-suit building. Mike Richmond and Dana Baird of Cushman & Wakefield's leasing team partnered with Asset Services to secure the assignment. It is the first new property management assignment for the Asset

see BRIEFS next page



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Industry Briefs

from previous page

Services team since Cushman & Wakefield acquired Cushman & Wakefield Commerce earlier this year.

RECOGNITIONS

• **Deer Valley Resort** has been named the **best ski resort in the U.S.** and the **Waldorf Astoria Park City** has been named **best ski hotel in the U.S.** by the **World Ski Awards**. This is the fifth consecutive year for Deer Valley Resort to earn the honor. The awards are based on votes cast by travel consumers and ski tourism professionals worldwide. The World Ski Awards is part of the World Travel Awards.

• **Salt Lake City** has announced the two winners of the **Home Innovation Competition** for high-quality, innovative and affordable single-family home designs: **AJR Atelier Jorg Rugemer's "Slim House"** and **Redfish Development's "N3."** The competition was sponsored by Salt Lake City's Housing

Innovation Lab, created in 2016 to advance innovation in affordable housing design, construction and finance through education, collaboration and experimentation. Encouraging innovative housing solutions is an important component of the "Growing SLC" Housing Plan to address the city's housing crisis. The "Slim House" provides a model for an approach to a narrow lot that provides a high quality of living within an optimized footprint. The city has entered a design contract with AJR to bring the design of the house to reality on a city-owned lot. Groundbreaking is expected in 2018. The "N3" design provides a net-zero model that focuses on sustainability and minimizing energy costs.

• **Amberlie Phillips**, chief development officer at YWCA Utah has been selected to participate in the **Allstate Foundation's Greater Good Nonprofit Leadership** program. She is one of 31 people nationwide to be selected from more than 400 applicants for the program, which pairs nonprofit executives with the best teaching

minds in leadership and development. The program offers cohort-based academic instruction and one-on-one executive coaching from Kellogg School of Management's Center for Nonprofit Management, as well as travel and lodging to attend sessions in Chicago. Each participant also receives a stipend towards additional education and development programming.

RETAIL

• **Piphany**, a Salt Lake City-based direct-retail fashion company, has hired **Katy Holt-Larsen** as chief performance officer and **Stacy Lynn Schindler** as national director of field development. Holt-Larsen will be responsible for field development, marketing, stylist support, onboarding, and



Katy
Holt-Larsen



Stacy Lynn
Schindler

standards and practices. She has more than 25 years of experience in organizational leadership, product strategy, sustainable growth and sales, marketing and distributor relations. She also has extensive direct-selling industry experience, holding the position of both vice president and president of critical markets and global field development, as well as fulfilling the role of executive director of a direct

selling nonprofit social arm. Schindler will be responsible for leading the field representatives from coast to coast, and providing field development solutions to drive success. She has more than 20 years of experience in sales, business development and training. She has led sales management and training teams in the direct-sales industry, as well as in the retail and financial realms.

Why the Enterprise?



Amy Spencer, Communication Manager, UACPA

"With a compelling balance of weekly business headlines and stories of interest to professionals, the Enterprise is a must-read for every office."

Every week, I find relevant news in the local business community and enlightening stories that benefit my career".



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49⁹⁵
Monthly Adult
Membership

	Present Situation		Cost Saving Configuration	
	Traditional Health Insurance Plan		Zenith Direct Care combined with a Health Cost Sharing Membership	
Plan Details	Deductible / Unshared portion	\$3,000 deductible	ZDC None	HCS \$1,500 unshared
	Coverage	80% after deductible	Most primary care	100% after unshared
	Out-of-pocket maximum	\$10,000	Not applicable	\$1,500
	Monthly premium / Membership fee	\$1,507.22	\$129.75	\$449.00
	Co-pay / Visit fee for one visit	\$40	\$10	None
	Annual fee	None	None	\$125 (Yr. 1) \$75 thereafter
	Initial (one time) enrollment fee	None	\$50 per person	None
Annual Costs	Annual premium / Membership	\$18,086.64	\$1,557	\$5,388
	Est. co-insurance cost for 4 visits	\$96	Not applicable	Not applicable
	Co-pay / Visit fee on 4 visits	\$160	\$40	None
	HCS subsidy for ZDC membership	Not applicable	(\$900)	Not applicable
	Annual fee	None	None	\$75
Potential Savings	TOTAL Annual Costs		\$6,160	
	Annual Savings		\$12,183	
	Savings Percentage		✓ 66%	

NOTE: There is a one-time enrollment fee of \$50 per person. Minor children must be accompanied by at least one adult membership.

*Not available with all providers.

Affordable monthly memberships include a nominal \$10 per visit fee.

AGE: 0-14
9⁹⁵

AGE: 18-39
49⁹⁵

AGE: 40-64
69⁹⁵

AGE: 65+
89⁹⁵

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IT WAS FORGED IN THE FIRE OF
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AND RESPECT.



A MAN, A VOLKSWAGEN, A BIG-IDEA.

FOUNDING OF BIG-D CONSTRUCTION

On November 2, 1967,
a 30-year-old carpenter named Dee
Livingood sold his blue Volkswagen
for \$1,000 and risked everything he
had to start his own business. All Dee
had was a BIG-IDEA about the way
things ought to be done.

YOUNG LIONS

A PASSION FOR PEOPLE... RAZOR-SHARP PEOPLE

In 1974 Rob Moore and Dale
Satterthwaite join Dee as Big-D's
first Business Development Manager
and Estimator respectively. Dee's
son, Jack, would join two years later.
Together, they would be known as
Dee's "young lions".



IF THESE WALLS COULD TALK

THE FULLER PAINT BUILDING

The Fuller Paint Building has been
a part of downtown Salt Lake City
since it was first constructed in 1922.
The building was used in movies and
as a security command post for the
2002 Winter Olympics. In 2004, Jack
Livingood purchased the building
and embarked on a restoration
project that would garner a LEED
Gold Certification and a listing on the
National Register of Historic Places.



MUSCLE

AWARD-WINNING PROJECTS
ARE BUILT BY COLLABORATIVE
TEAMS - TEAMS THAT
EAT, DRINK, AND
THINK ASTONISHING
CUSTOMER SERVICE.

1970

AMCOR BLOCK & PIPE PLANT

Early Large Project



1974

CREAM O'WEBER PLANT & DISTRIBUTION CENTER


First Single \$1 Million Project



1981

KREMCO MANUFACTURING

First Large Scale Design Project



1989

SMITH'S SOUTHWEST DISTRIBUTION CENTER

First 1 Million SF Building



2003

SALT LAKE CITY PUBLIC LIBRARY

Largest Architectural Concrete Project



2001

MCKAY-DEE HOSPITAL

Largest Healthcare Project



1998

SCOTT M. MATHESON COURTS COMPLEX

Largest State Owned Design-Build



1995

MICRON FABRICATION PLANT

First \$100 Million Project



2010

UTAH DATA CENTER

First \$1 Billion+ Project



2011

NATURAL HISTORY MUSEUM OF UTAH

First Project to Fully Utilize BIM



2012

UNIVERSITY OF UTAH S.J. QUINNEY COLLEGE OF LAW

Largest Law Library in the State



2015

SALT LAKE INTL. AIRPORT REDEVELOPMENT PROGRAM

Largest Big-D Project to Date



OF FEARLESS WORK ETHIC.



SOUL

WE BELIEVE IN PROMOTING VALUES THAT ENRICH THE LIVES OF OUR CUSTOMERS, OUR EMPLOYEES, AND OUR COMMUNITY AS A WHOLE.



Principal Dwayne Hansen and Big-D's Forrest McNabb kick-off the Big-D Club by resurfacing the Gramercy Elementary playground in 1997.

BLOCK KIDS

EDUCATING THE CONSTRUCTION WORKERS OF TOMORROW

Big-D has been supporting the National Association of Women in Construction (NAWIC) Utah Chapter's Block Kids event since 2003. The annual event challenges Utah school children to build projects that relate to the construction industry.



OIL SPILL

RED BUTTE CREEK OIL SPILL

During the summer of 2010, several Big-D employees heroically worked to contain an oil spill in Red Butte Creek. The Mayor and City Council of Salt Lake City later passed a joint resolution honoring the Big-D employees for their actions as first responders.

ADOPT A SCHOOL

FOCUSED, POSITIVE GOALS

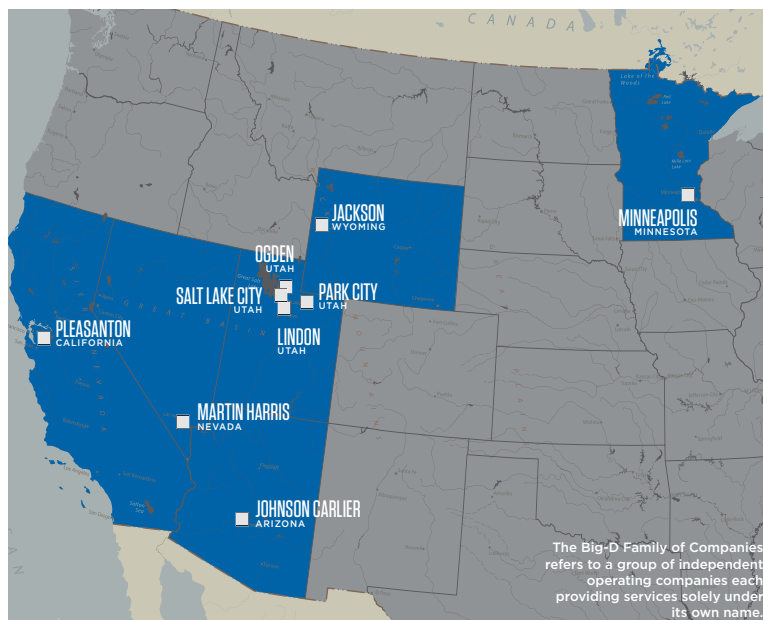
In the late 90s, Big-D adopted Gramercy Elementary School in Ogden. At the school, the "Big-D Club" was formed to emphasize to students the importance of having focused, positive goals.



Local children celebrate during an awards ceremony at the Block Kids Event, 2014.

MIND

WE ARE ON A MISSION TO BE THE MOST SOUGHT-AFTER CONSTRUCTION COMPANY IN THE BUSINESS.



The Big-D Family of Companies refers to a group of independent operating companies each providing services solely under its own name.

50 YEARS OF FEARLESS WORK ETHIC

WE BELIEVE IN:

Integrity

We walk our talk without excuses. We are known for long-standing principles of fairness and honesty.

Respect

We offer respect, honesty, and courtesy to all of our employees, customers, and stakeholders.

Collaboration

We are good listeners and communicators. We believe in the synergy of teams.

Achievement

What we do, we do well. Achieving goals and keeping our promises creates significance and enjoyment in our careers.

SOUTHWEST OFFICE
TEMPE, AZ

BIG-D PACIFIC BUILDERS
PLEASANTON, CA

UTAH COUNTY REGIONAL OFFICE
LINDON, UT

MARTIN-HARRIS
LAS VEGAS, NV

1989

2001

2003

2004

2005

2013

2015

2017

BIG-D SIGNATURE
JACKSON, WY

HEADQUARTERS MOVED TO HISTORIC BUILDING
SLC, UT

MIDWEST REGIONAL OFFICE
MINNEAPOLIS, MN

JOHNSON CARLIER
TEMPE, AZ

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.

Dec. 5, 8 a.m.-noon

“Advanced I-9 Practice,” an Employers Council event. The class assumes knowledge of basic I-9 completion, and drills down to more specialized information, including audits and corrections; practices related to foreign nationals; and re-verifications. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130. Details are at <https://www.employerscouncil.org/training-catalog>.

Dec. 5, 9-11 a.m.

“Cash Flow is King: Creating Cash Flow Projections,” a Small Business Development Center (SBDC) event. Location is Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Room 110, 9690 S. 300 W., Sandy. Cost is \$20, \$15 for SBDC clients. Details are at <https://utahsbdc.org/trainings>.

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

“Navigating International Privacy Laws,” a Parsons Behle & Latimer event. Attorney Tomu Johnson will discuss how an increasing number of countries are enacting data privacy laws that stifle the international transfer of data, and what companies can do to lawfully transmit data, avoid scrutiny from privacy regulators and avoid large fines. Location is Silicon Slopes, 2600 Executive Parkway, Lehi. Free. Registration can be completed at Eventbrite.com.

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

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

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

Women in Business Holiday Jingle & Mingle, a ChamberWest event. Location is Embassy Suites, 3524 Market St., West Valley City. Cost is \$20 for members with RSVP. Details are available at (801) 977-8755 or chamber@chamberwest.com.

Dec. 5, 6-8 p.m.

“Cultivating Lasting Business Relationships,” a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S.,

Orem. Free. Details are at <https://www.sba.gov/tools/events>.

Dec. 5, 6-7 p.m.

Legal Clinic, a Small Business Development Center (SBDC) event. Location is the SBDC Orem, 815 W. 1250 S., Orem. Free. Details are at www.sba.gov/tools/events.

Dec. 6-7

“Boots to Business,” a two-step entrepreneurial training program offered by the U.S. Small Business Administration (SBA) as a training track within the Department of Defense’s Transition Assistance Program (TAP). Location is Hill Air Force Base, Airmen and Family Readiness Center, 5837 D Ave., Hill Air Force Base. Free. Details are at <https://www.sba.gov/tools/events>.

Dec. 6, 8 a.m.-noon

Intensive Human-Centered Design Workshop, a Small Business Development Center (SBDC) event. Location is Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Room 333, 9690 S. 300 W., Sandy. Cost is \$20, \$15 for SBDC clients. Details are at <https://utahsbdc.org/trainings>.

Dec. 6, 8 a.m.-noon

“Finance for Success,” a Salt Lake Community College event focused on creating common understanding and knowledge of the language of finance, money and key measurements. Event provides an overview of financial statements, key ratios and expense classification to build participants’ confidence in understanding the financial health and environment of a business. Location is Salt Lake Community College’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$300 (\$150 for qualified Salt Lake County companies). Details and registration are available by contacting Debbie Patten at debra.patten@slcc.edu or (801) 957-5244.

Dec. 6, 8:30-10 a.m.

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

Dec. 6, 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.com.

Dec. 6, 2-6 p.m.

“VentureCon” Student Business Trade Show, a UVU (Utah Valley University) Entrepreneurship Institute event showcasing businesses and products developed by UVU students. Location is UVU Main Campus, Hall of Flags. Free. Registration can be completed at Eventbrite.com.

Dec. 6, 6-8 p.m.

RSL and Startup Santa Mixer. Location is Rio Tinto Stadium, Audi Executive Club, Sandy. Admission is through a requested \$25 donation to Startup Santa children’s book drive. Event is for those age 21 and older. Details are at <https://realsaltlakeandstartupsantamix.splashthat.com/>.

Dec. 7, 8 a.m.-5 p.m.

Small Business Employer Tax Withholding Workshop, a Small Business Development Center (SBDC) event. Location is Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Room 333, 9690 S. 300 W., Sandy. Cost is \$15, \$10 for SBDC clients. Details are at <https://utahsbdc.org/trainings>.

Dec. 7, 8 a.m.-2:30 p.m.

“Managing the Ill or Injured Worker Under the ADA, FMLA and Workers’ Compensation,” an Employers Council event. The class will provide a roadmap to guide employers through the intricate compliance issues involved in managing an employee with a medical condition. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at <https://www.employerscouncil.org/training-catalog>.

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

SLC Pacific Island Business Alliance December Breakfast Meetup. Location is SuperSaver by Albertsons, 1585 W. 3500 S., West Valley City. Free. Registration can be completed at Eventbrite.com.

Dec. 7, 9:30 a.m.-3:30 p.m.

“UHPP Annual Conference: Health Care Solutions for Utahns 2017,” a Utah Health Policy Project event that will cover issues including substance use disorder, homelessness, Medicaid expansion, immigration and universal healthcare. Keynote speakers are Salt Lake County

Mayor Ben McAdams and Utah Sen. Brian Shiozawa. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$30. Details are at <http://events.r20.constantcontact.com/register/event?oeidk=a07eebom6g5c719bdbc&llr=buafldxab>.

Dec. 7, 11:30 a.m.-1 p.m.

Christmas White Elephant Luncheon, a Murray Area Chamber of Commerce event. Participants are asked to bring one white elephant gift to exchange (per person), with a \$10 minimum value. Open to everyone. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$20 (pre-payment required), \$30 after Dec. 6 or at the door. Details are at murraychamber.org.

Dec. 7, 11:30 a.m.-1 p.m.

Holiday Social, a West Jordan Chamber of Commerce event. Location is West Jordan City Hall, 8000 S. Redwood Road, West Jordan. RSVPs can be sent to rick@westjordanchamber.com. Details are at westjordanchamber.com.

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

“The Future of Point of the Mountain,” a Silicon Slopes Town Hall Meeting presented by the Point of the Mountain Development Commission and Envision Utah. Representatives of the commission will discuss four scenarios for potential future development in the region. Location is Silicon Slopes, 2600 Executive Parkway, Lehi. Registration can be completed at Eventbrite.com.

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

“Start Smart,” a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://www.sba.gov/tools/events>.

Dec. 7, 6-7 p.m.

Accounting Clinic, a Small Business Development Center (SBDC) event. Location is the SBDC Orem, 815 W. 1250 S., Orem. Free. Details are at www.sba.gov/tools/events.

Dec. 7, 6-7 p.m.

Health Insurance Clinic, a Small Business Development Center (SBDC) event. Location is the SBDC Orem, 815 W. 1250 S., Orem. Free. Details are at www.sba.gov/tools/events.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is from Habitat

for Humanity. Location is Mimi’s Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

Dec. 8, 7:45-9 a.m.

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

Dec. 8, 8:30-11:30 a.m.

“Grow Your Business: Phase 2,” a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

Dec. 9, 9 a.m.-noon

“Simple Steps for Starting Your Business,” a SCORE event. Location is Main Library, 210 E. 400 S., Conference Room E, Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

Dec. 9, 9:30 a.m.-noon

Member Appreciation Christmas Movie Day, for Utah Valley Chamber members and their families only. Event includes free tickets to the film “How the Grinch Stole Christmas” and an appearance by Santa Claus. Location is Scera Movie Theatre, 745 State St., Orem. Free for members. Details are at thechamber.org.

Dec. 11

“Leadership, Team-Building and Coaching Skills for Managers and Supervisors,” presented by Fred Pryor Seminars & CareerTrack. Location is Holiday Inn Hotel & Suites, 5001 W. Wiley Post Way, Salt Lake City. Cost is \$249. Details are at www.pryor.com.

Dec. 12, 7:15-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Terry Pearce, co-founder of Purple. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <https://www.acg.org/Utah>.

Dec. 12, 9 a.m.-2 p.m.

“Power Up!” Seminar, hosted by NACM Business Credit Services. Topics include a bankruptcy and antitrust refresher, business and consumer fraud prevention and an economic forecast for 2018. Location is Hotel RL,

see CALENDAR next page

from previous page

161 W. 600 S., Salt Lake City. Cost is \$95, \$85 each additional attendee same company. Details are at <https://www.nacmint.com/calendar.php?v=1274>.

Dec. 12, 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. Other details and registration are available at Eventbrite.com.

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

"Women in Safety: Invest in Yourself," a Utah Safety Council event. Speaker Joy Glad will discuss the history of mentoring, mentoring versus coaching, why mentoring is so important, and how to be a mentor. Location is the Utah Safety Council office, 1574 W. 1700 S., Salt Lake City. Free, although the Utah Safety Council is requesting participants bring items — such as stuffed animals, fuzzy blankets, notebooks and pens — to donate to the Utah Children's Justice Center. Details are at utahsafetycouncil.org.

Dec. 12, 6-7 p.m.

"How to Dominate on Amazon," a Small Business Develop-

ment Center (SBDC) event featuring the fundamentals of establishing a successful e-commerce business using the Amazon platform. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://www.sba.gov/tools/events>.

Dec. 13, 8:30 a.m.-1:30 p.m.

Leadership and Culture Conference, a Utah Valley Chamber event. Location is Corporate Alliance, 746 E. 1910 S., Suite 2, Provo. Cost is \$125. Details are at thechamber.org.

Dec. 13, 11:30 a.m.-1 p.m.

CEO Forum, a Utah Technology Council event for UTC-member chief executives. Location to be determined. Details are at utahtech.org.

Dec. 13, 11:30 a.m.-1 p.m.

"ChamberWest Presents" Luncheon, a ChamberWest event. Topic is social media. Location is Utah Trucking Association, 4181 W. 2100 S., West Valley City. Cost is \$20 for members with RSVP. Details are available at (801) 977-8755 or chamber@chamberwest.com.

Dec. 13, 4-5 p.m.

"Raising Capital Through Equity Crowdfunding," an EquityTrack.net event. Attendees

will learn about the various ways to raise capital for a startup, whether through an initial raise or a later round of financing. Location is Silicon Slopes, 2600 Executive Parkway, Lehi. Free. Registration can be completed at Eventbrite.com.

Dec. 13, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Myers Mortuary, 845 Washington Blvd., Ogden. Cost is \$10 for chamber members and guests. Details are at ogdenweberchamber.com.

Dec. 13, 3-5 p.m.

"The CEO Who Also Buys the Toilet Paper: Managing Multiple Roles," a Salt Lake Chamber "Business Essentials" event. Location is the chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

Dec. 13, 6-8 p.m.

"Starting Your Business 101," a Small Business Development Center (SBDC) event. Location is Salt Lake Community College's Miller Campus, Corporate Partnership Center, Room 114, 9690 S. 300 W., Sandy. Free. Details are at <https://utahsbdc.org/trainings>.

Dec. 14, 9-10 a.m.

"QuickBooks for Business Owners," a West Jordan Chamber of Commerce event. Location is West Jordan Community Room, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

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

Networking Lunch, a Murray Area Chamber of Commerce event. Speaker is from Utah Media One. Location is Soy's Sushi Bar & Grill, 4923 S. State St., Murray. Cost is \$15 for members, \$20 for guests. Details are at murraychamber.org.

Dec. 14, 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>.

Dec. 14, 6-8 p.m.

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

Dec. 15, 7:30-8:30 a.m.

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

5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

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

UTC Holiday Breakfast, a Utah Technology Council event. Location is Thanksgiving Point, 3003 N. Thanksgiving Way, Lehi. Free. Details are at utahtech.org.

Dec. 19, 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.

Dec. 20, 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.com.

Dec. 20, 3-5 p.m.

"Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women's Business Center (WBC). Event is designed for

see CALENDAR page 14



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Opinion

Did you remember to give thanks for the farm subsidies and price controls?

It's that time of year again. Millions of Americans gathered for Thanksgiving meals of turkey and plentiful sides. I hope you enjoyed yourself, because as a taxpayer, a consumer or even a producer of some of that food, you paid a stiff price for the privilege of celebrating this cherished American holiday.

Every year, the federal government dishes out north of \$20 billion in farm subsidies. Five crops (wheat, corn, soybeans, rice and cotton) make up more than 80 percent of agricultural subsidies. They go to big agro-businesses and investors, many of whom are in cities far away from the fields of harvest. The result is that for us taxpayers, the rolls, long-grain rice, stuffing and creamed corn on our plates, as well as the cotton tablecloths we're dining on, cost us before we even went to the store.

Our turkeys are subsidized, too, through government giveaways to livestock producers. And so are our potatoes and cranberry sauce, which benefit from payments by crop insurance programs on a regular basis. Pretty much everything we swallow on Thanksgiving and

in the days of eating leftovers that follow have been subsidized once, if not twice.

As a consumer, you might think that you are a net beneficiary. After all, aren't subsidized goods cheaper? Nope. The economic literature shows that abolishing subsidies would actually lower the world price of crops. For instance, a 2011 study by the World Bank looked at the effects of removing agricultural protection and subsidies from rich countries and found that poverty rates would fall in virtually all of the developing countries included in the sample as a result of the lower world prices for farm products. Rich countries' consumers would benefit, too.

Take the ridiculous protective scheme built around a politically powerful cartel of domestic sugar processing companies. Between protective tariffs that reduce cheap foreign supplies, loan guarantees and bailouts, American consumers pay about double the global average price for sugar. Obviously, consumers are hurt, but so are all the producers of goods that require the use of sugar, such as bakers and candy-makers.

The rationale to use farm subsidies to

keep farm households out of poverty might have made some sense in the 1930s, but it doesn't today. Yet, advocates of farm subsidies never tire of arguing that providing a safety net for farmers is an important function of these government handouts. But this claim doesn't hold up under examination.

For one thing, according to the Agriculture Department, only 2 percent of farm households fall below the federal poverty line. Second, our country already has a safety net in the form of such programs as food stamps and Medicaid. If poverty is an issue, why on earth should farmers get treated any differently than other Americans? Finally, a recent study by Montana State University economist Vincent Smith, published at the American Enterprise Institute, shows that farm subsidies do not mostly benefit poor farmers in rural and urban areas.

He writes, "About 70 percent of all crop insurance and other farm income safety net payments flow to 10 percent of the largest crop-producing farm businesses." That's fewer than 100,000 farms with an average income of over \$140,000. Considering the median household income in the United States is \$59,000, these guys are doing well.

If you include net wealth, the pic-

ture becomes even clearer. Taxpayers, consumers and other low-income Americans redistribute a large amount of their wealth to the largest farm operations and wealthiest farming households.

This system is also incredibly unfair to younger farmers. All of these subsidies increase the cost of farmland (whether one wants to rent or buy) and makes it more difficult for newcomers to break into the farm business. It's also worth thinking about the absurdity of a system that puts, in one single piece of legislation, the subsidies that raise food prices and the food stamps that help low-income Americans pay overinflated prices for food.

Now that Thanksgiving has passed, give thanks for the bounty and beauty of the world we live in and don't forget to thank all the happy warriors — Democrats and Republicans — who have been fighting for years to free your holiday dinner bills from higher prices and taxes, as well as from the unfairness of farm subsidies.

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

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VERONIQUE
de RUGY

Guys, just do the right thing when it comes to tax reform (and healthcare)

In 2004, Congress passed a bill that allowed companies to bring overseas assets back home if they paid a tax of only 5 percent and during the next three years, 15 of the companies that repatriated assets raised the salaries of their senior executives, cut 20,000 jobs, decreased investment in research and expanded dividends and stock buybacks, according to *The Wall Street Journal*.

From the limited knowledge that I have on what the Republicans are trying to do with taxes, I am very disappointed. First, I do not believe they are doing enough to cut the taxes of the middle class and, second, I am really concerned that they are not treating small business fairly in their new tax proposals. And now I see that Sen. Ron Johnson, R-Wisc., agrees with me that small businesses are getting a raw deal.

Sen. Johnson has declared that he will not vote for the Senate version of tax reform as it stands now. And he further states that the Senate members who are writing the plan are misleading the public about the nature of the tax overhaul because they are prioritizing big business over "pass-through" entities such as sole proprietorships, partnerships, limited liability companies and Sub-chapter S corporations. Our company was an S corporation.

The only way that America will be able to build its manufacturing base is if there is a technological breakthrough that substantially reduces the cost of manufacturing labor. So, this is why Sen. Johnson

and I want the pass-through rates for smaller businesses to be the same as the tax rate on big business — because it's America's best chance to create a lot of well-paying jobs.

Under current law, pass-through profits are taxed once, at their owners personal rate of up to 39.6 percent. Large corporations' profits are taxed twice — once at the corporate level, and then again when they pay dividends to their stockholders. Big business says that this is why they need a different rate than small businesses.

Johnson is proposing that big business be treated like pass-through business — and guess who his ally is in the Senate? Sen. Orrin Hatch, R-Utah, has been talking about ideas that are heading in that way. But according to the early releases of what the Senate tax plan is, Hatch and Johnson haven't been able to sell other Senate Republicans on the idea.

I was a critic of John McCain of Arizona, Susan Collins of Maine and Lisa Murkowski of Alaska for voting against the Senate "skinny version" of Obamacare repeal and replace. I am now rethinking that position in light of what Johnson wants to do with tax reform. What if everyone just stopped playing politics and just did the right thing when it comes to taxes and healthcare?

Both these measures should be bipartisan and carefully thought through. The big question is how are we going to get our

elected officials to do this. I would like to propose that the only way we can do this is to take lobbyists and special interest groups out of the picture. How we do that is a real brain twister and the only possible solution is to educate the voter about what is in the best interest of themselves, their families and the nation.

"Many forms of government have been tried and will be tried in this world of sin and woe. No one pretends that democracy is perfect or all-wise. Indeed, in 1947, Winston Churchill said that "democracy is the worst form of government except for

all those other forms that have been tried from time to time." With this in mind, how are we going to win the hearts and minds of the electorate?

I believe it is going to take time — a lot of time — and we need not be concerned with promises made by our elected officials. They are using these promises as a way to put silver and gold in their pockets and buy a lot of votes.

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



ROBERT
PEMBROKE



Want improved performance from your people? Try increasing your recognition

A few years ago, I was on a commercial flight to Chicago. Like most of these, the flight was routine — long and boring. I was seated over the port-side wing of the aircraft and as we descended toward the tarmac at O'Hare, there was a sudden jolt. I was looking out the window at that moment and to my absolute terror, I saw the left wing lurch precariously close to the ground. Thankfully, in the next instant, the plane's posture was corrected and it landed safely.

Virtually all of my fellow passengers were as shocked as I and many spontaneously applauded. However, I heard one voice that responded, "I'm not applauding that! It's the pilot's job to land us safely!"

As I walked up the aisle to depart, the pilot emerged from the cockpit. He and I made eye contact and he said, "Wind-shear!" Then he grinned and noted, "Flying is hours of boredom punctuated occasionally by moments of sheer terror!" I responded with my deep gratitude for his skill, as did others nearby.

I have thought about that

incident many times since, still grateful for this man who "just did his job." I've also thought a lot about the comment I overheard that reflected no recognition for the fact that our pilot delivered us safely to our destination. I've wondered how often I have failed to recognize those who simply, but effectively, "do their jobs."

This raises an important question for business leaders: What is the value of employee recognition? Might a clear recognition strategy render real bottom-line benefits for our companies?

Over the past several years, a number of companies have endeavored to correlate desired business outcomes with clear corporate recognition strategies. The results of their research have been stunning.

Towers Watson, the world's largest HR and employee-benefits consulting firm, found that "effectively recognizing performance can increase employee engagement by almost 60 percent." A 2012 Gallup poll noted that companies in the top quartile on engagement enjoyed these

improvements over lower-ranked firms:

- 37 percent less absenteeism and turnover (on average).
- 48 percent fewer safety incidents.
- 41 percent fewer product defects.
- 21 percent higher productivity.
- 22 percent higher profitability.

The research goes on to confirm that employees who are recognized tend to be happier on the job — and happy employees inevitably create happy customers. They often go the extra mile for those they serve, in large part because they feel appreciated in their work.

Companies like JetBlue and Hershey have initiated recognition strategies that are directly linked to their respective company values. Where employees reflect those values in their job performance, these companies have recognized and rewarded their employees. Corporate outcomes include improved morale, engagement and profitability.

The key elements in effective recognition strategy programs include:

1. Day-to-day recogni-

tion practices: Frequent, low-cost, interpersonal expressions of appreciation like thank-you notes or verbal praise. Some companies have also instituted peer-to-peer programs where employees are encouraged to recognize and celebrate one another.

2. Informal managerial recognition: Typically, this is focused on the accomplishment of goals, achievements or performance by individuals or teams. It may include celebratory parties or tokens of appreciation like gift cards or certificates of achievement.

3. Formal recognition: For the accomplishment of significant corporate outcomes or career milestones, these often include public ceremonies and more expensive gifts or awards. Recipients are often identified by a nomination and selection process.

To be successful, such company recognition strategies require the full support and sustaining actions of senior leaders who actively endorse and evangelize the program. These leaders must begin by clearly defining their desired outcomes in a way that will be communicated clearly and consistently throughout their organizations.

Typically, this begins with a clear definition of the company's vision, mission and values. JetBlue's "Lift Recognition Program," for instance, links recognition and rewards to their company values: safety, caring, integrity, fun, and passion.

Results emerged quickly as a result of the program and management's commitment to it. JetBlue reports, "Within three months of embarking on the Lift crewmember recognition platform, an internal JetBlue survey revealed an 88 percent increase in crewmember satisfaction with the rewards and recognition they receive for demonstrating positive behaviors."

Might an increase in recognition improve the engagement and positive behaviors of your team? Perhaps we might all enhance our leadership skills and the outcomes we desire by acknowledging the fundamental importance of our people, who, like my Chicago airline pilot, "just do their jobs."

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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CALENDAR

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all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Dec. 20, 5:30-6:30 p.m.

Tax Planning Clinic, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://www.sba.gov/tools/events>.

Dec. 20, 5:30-6:30 p.m.

QuickBooks Workshop, a Small Business Development Center (SBDC) event. Location is Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://www.sba.gov/tools/events>.

Dec. 21, 7:30-9 a.m.

Monthly Coffee Social and Networking, a Holladay Chamber of Commerce event. Location is 3 Cups Coffee, 4670 S. Holladay Village Plaza, No. 104, Holladay. Free. Details are at holladaychamberofcommerce.org.

Dec. 21, 11 a.m.-noon

Lunch & Learn, a Murray Area Chamber of Commerce event. Speakers from Thorne & Associates will discuss changes to Social Security. Location to be announced. Cost is \$15 for members, \$20 for nonmembers. Details are at murraychamber.org.

Dec. 21, 11:30 a.m.-1 p.m.

"Multiplying Lasting Profitable Relationships," a West Jordan Chamber of Commerce event. Speaker is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall, Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. Details are at westjordanchamber.com.

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

Networking Lunch, a Murray Area Chamber of Commerce event. Speaker to be announced. Location is Soy's Sushi Bar & Grill, 4923 S. State St., Murray. Cost is \$15 for members, \$20 for guests. Details are at murraychamber.org.

Jan. 3, 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.com.

Jan. 4, 11:30 a.m.-1 p.m.

Monthly Luncheon, a Murray Area Chamber of Commerce event. Speaker Marlin Clark will discuss "Customer Service: Being Nice is Not Enough." Location is Cottonwood Country Club, 1780 E. Lakewood Drive, Holladay. Details are at murraychamber.org.

Jan. 4, 6-7:30 p.m.

"Start Smart," 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>.

Jan. 5, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Murray Police Chief Craig Burnett will discuss "Crime Prevention in Murray City." Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

Jan. 5, 8-10 a.m.

Friday Forum, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

Jan. 5, 8:30-11:30 a.m.

"Grow Your Business: Phase 1," a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

Jan. 6, 8-10 a.m.

First Friday Face-to-Face, a business-to-business networking event. Location is the Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Free. Details and registration are at <http://bit.ly/2pr57ya>.

Jan. 10, 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.com.

Jan. 11, 4-6 p.m.

UTC Open House, a Utah Technology Council event. Location is UTC, 2755 Cottonwood Parkway, No. 500, Salt Lake City. Free. Details are at utahtech.org.

Jan. 16, 7:30 a.m.-1 p.m.

Utah Economic Outlook & Policy Summit 2018, hosted by the Salt Lake Chamber, in collaboration with the Kem C. Gardner Policy Institute at the University of Utah. Event features a 2018 economic outlook by prominent economists, release of the initial Salt Lake Chamber CEO Outlook

Confidence Index, presentation of the "2018 Economic Report to the Governor," Gov. Gary Herbert's economic vision for 2018, a 2018 legislative session preview by legislative leadership, and release of the Salt Lake Chamber's 2018 legislative agenda. Location is Salt Lake City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$65 by Dec. 15, \$85 thereafter. Details are at slchamber.com.

Jan. 17, 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.com.

Jan. 18, 8 a.m.-3:30 p.m.

"Coaching: Partnering for Performance," an Employers Council event. The class explores supervision from the mindset of a coach, where employee development is the focus, and where a partnership supportive of employee development is desired. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$200. Details are at <https://www.employerscouncil.org/training-catalog>.

Jan. 19, 6-9 p.m.

30th Annual "Share the Magic" Event, a West Jordan Chamber of Commerce event featuring dinner, live entertainment, a silent auction and awards ceremony recognizing the achievements of the stars in the community. Location is The Gathering Place at Gardner Village, 1100 W. 7800 S., West Jordan. Details are at westjordanchamber.com.

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

"Leadership Branding," a Business Women's Forum event. Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

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

"The ADEA at 50: More Relevant Than Ever," an Employers Council event that is part of the organization's Legal Breakfast Briefing Series designed to help company leaders face developing and pressing legal challenges with confidence. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$99 for this session only, \$396.00 for all five sessions. Remaining sessions take place in March, May, September and November. Details are at <https://www.employerscouncil.org/training-catalog>.

CLASSIFIED

CAREERS



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.

Jan. 24, 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.com.

Jan. 26, 6-9 p.m.

Business Awards Banquet, a Davis Chamber of Commerce event. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$75. Details are at davischamberofcommerce.com.

Jan. 27, 7:15-9 a.m.

"Eggs and Issues 2018," a Utah Valley Chamber event with the theme "Is Your Business Affected?" and offering a chance to meet with legislators to discuss issues affecting business in Utah County. Location is Utah Valley Regional Medical Center, Northwest Plaza, Clark Auditorium, 500 West and Bulldog Boulevard, Provo. Free. Details are at thechamber.org.

Jan. 31, 8 a.m.-2:30 p.m.

"Key Utah Employment Rules," an Employers Council event. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at <https://www.employerscouncil.org/training-catalog>.

Jan. 31, 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.com.

Feb. 1, 8 a.m.-4 p.m.

"Supervisory Skills Program," an Employers Council event that will provide participants with a foundation of critical skills necessary to become an effective workplace leader. Location is Employers Council, Utah Office, 175 W.

see CALENDAR next page

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from previous page

200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at <https://www.employerscouncil.org/training-catalog>.

Feb. 2, 8-10 a.m.

Friday Forum, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

Feb. 6, 8 a.m.-noon

"New Perspectives on Change in the Workplace," a

Salt Lake Community College event. Participants will learn about tools for lessening feelings of resistance, stress and being overwhelmed when obstacles occur; and will develop skills that support taking control of situations, greater self-empowerment, confidence and productivity. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$300 (\$150 for qualified Salt Lake County companies). Details and registration are available by contacting Debbie Patten at debra.patten@slcc.edu or (801) 957-5244.

CAI

from page 1

tionwide as a hotbed for innovation and creativity, especially within the technology sector," said Scott Anderson, Zions Bank president and CEO. "Large technology companies like Adobe, eBay, Workday and Pluralsight are finding financial success in the state not only because of the highly skilled workers that come from Utah-based universities, but also from a statewide government that is willing to work with com-

panies to ensure profitability and continued success."

Further analysis of the CAI shows that Utahns are recognizing the importance of business-friendly public policy within the state, as perceptions of both the local and federal government's efforts to improve the economy have risen year over year:

- Eighteen percent of Utahns believe the federal government is doing a good job of improving the overall U.S economy, up from 15 percent a year ago.

- Forty-seven percent of Utahns believe the state govern-

ment is doing a good job of improving the statewide economy, up from 43 percent a year ago.

- Thirty-seven percent of Utahns believe the U.S economy will improve during the next 12 months, up from 26 percent in November of last year.

"The local government has done an excellent job of creating public policy initiatives that aim at creating a business-friendly environment statewide," said Randy Shumway, chairman and partner of Cicero Group, a Salt Lake City research firm that does data collection and analysis for the CAI.

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TWO FEET AT A TIME

University Credit Union consists of close to 86,000 members. Members who live and work in this great community - and who care about it. Which is why many of them donate money to our annual **Warm the Soles** program. These donations help the Credit Union purchase new shoes for children in need throughout the Salt Lake Valley. If you care and would like to donate, please visit UcreditU.com/home/warm-the-soles.html.



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