

## OF NOTE



### Nestle & Nutella now kin

Swiss food giant Nestle SA has sold its confectionery unit to Ferrero SpA, the Italian maker of the popular chocolate spread Nutella. Nestle said that despite losses in candy revenues, it would continue in its worldwide chocolate business with brands like KitKat, which it produces globally except in the U.S., where Hershey owns the rights.

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## Economy could see strength of last year - but some troubles, too

**Brice Wallace**  
*The Enterprise*

This year could see a repeat of Utah's strong 2017 economy but also feature many of the same bugaboos that have challenged the state for several years.

Economists and other experts gathered last week at the Utah Economic Outlook & Public Policy Summit, produced by the Salt

Lake Chamber and the University of Utah's Kem C. Gardner Policy Institute, described Utah's economy as anywhere from "moderating" to "booming." But they agreed that Utah is still struggling with troubles that include a shortage of skilled labor and lingering air quality issues.

Juliette Tennert, chief economist at

**see SUMMIT page 15**



Heavy equipment from Southern Utah's Sunroc Construction has begun building roads, homesites and pads for retail businesses at the location of a recently announced master-planned community in St. George. To be called Desert Color, the project will consist of a commercial district, recreational facilities, a resort and up to 10,000 residences. (G. Lane Photography. St. George)

## Huge St. George project to have retail, recreation and 10K homes

**John Rogers**  
*The Enterprise*

A massive and ambitious master-planned community has been announced for the St. George area. Among the largest developments ever in Utah, the 3,350-acre project, dubbed Desert Color, will consist of a commercial district, recreational facilities, a resort and 10,000 residences.

"Today, I'm here to formally introduce

a unique and ambitious project underway in St. George," Rhys Weaver, president and chief operating officer of Orem-based Clyde Companies, told 900 attendees at the St. George Area Economic Development Summit in St. George earlier this month. "It's a master-planned community called Desert Color."

Clyde Companies, Provo-based Blue

**see ST. GEORGE page 4**

## Consumers paying just a little more to live than last year

The increases don't amount to much, but Wasatch Front consumers continue to pay just a little more to live than they did a year ago. The Zions Bank Wasatch Front Consumer Price Index (CPI) increased 0.1 percent from November to December and since last year, the rise is 3.6 percent.

Meanwhile, the National Consumer Price Index has increased 2.1 percent since December of last year.

Although prices have remained relatively flat in recent months, the year-over-year inflation rate of 3.6 percent is a consequence of Utah having a strong, growing economy, according to analysts. Increases in housing and transportation costs, as well as in prices for education and for communication technology, account for the majority of the overall increase.

On an annual basis, strong Wasatch Front housing demand continues to drive significant housing price appreciation, while rising technology prices, combined with increasing auto insurance rates, account for much of the additional increase.

According to Kiplinger, a Washington, D.C.-based business forecast publisher, auto insurance rates have risen 21.5 percent in the past five years, the largest five-year increase since the early 1990s. Increased repair costs for new car safety features, such as auto cameras and sensors, as well as recent natural disasters, have contributed to these rate hikes.

"We have seen sustained economic growth in Utah, which continues to put upward pressure on prices, including in the housing market," said Scott Anderson, Zions Bank president and CEO. "The good news is that incomes are also rising, which is a positive for residents and for the overall state economy."

Although prices in most sectors of the economy remained relatively unchanged from November, Utah did witness slight price increases in the following sectors:

- Utilities prices increased 0.7 percent in December as propane and fuel prices increased slightly.
- Prices for other goods and services

**see CPI page 14**



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## Vote opens way for med school negotiations

By a vote of six to one, the Provo Municipal Council has approved a resolution to declare a portion of the East Bay Golf Course as surplus property, opening the way for negotiations to begin for the construction of a medical education campus on the site.

Wasatch Educational, the holding company of Rocky Mountain University of Health Professions (RMUoHP), requested the move that will allow the company to join the 21 acres to a 7.8-acre parcel it already has under contract.

Founded in Provo in 1998, Wasatch intends to build the proposed Noorda College of Osteopathic Medicine on the property. RMUoHP is a regionally accredited institution under the Northwest Commission on Colleges and Universities, an institutional accrediting body. RMUoHP is a graduate healthcare education institution that currently has 12 doctoral programs or doctoral tracks and four master's degree programs

in different healthcare specialties. It has a student body and faculty plus alumni from Utah and all 50 states.

"We are pleased to reach this point with the city of Provo," said Dr. Richard Nielsen, vice president of Wasatch Educational and founding president of Rocky Mountain University of Health Professions. "This has been a collaborative effort with the Provo city administration, mayor's office, Parks and Recreation and East Bay Golf Course officials. We appreciate everyone's work and effort that allows us to move forward in negotiating final terms with Mayor (Michelle) Kaufusi for the construction of the medical education campus."

The resolution placed the location on Provo City's surplus property list and authorized Kaufusi to negotiate concrete terms for the proposed sale with Wasatch Educational, which will be subject to final approval by the

council in a future hearing. The resolution also states the council approval shall not be unreasonably withheld, based on the terms presented in the council meeting, according to a release from Nielsen.

"Patience is a great trait to have as mayor," said Kaufusi. "I'm grateful all of the parties, including the Provo Parks and Recreation Department, the principals of the proposed medical school, East Bay Golf Course and the economic development group and city administration, who worked diligently to reach this point. I can guarantee to the council that I will negotiate a great deal that everyone can be proud of."

Under the proposal, the developers of the proposed medical education campus will pay for the relocation of the three current golf holes to the southeastern portion of the course. The new holes will be designed, relocated and playable before construction on the medical education campus begins.

## UTOPIA offers 10-gig service

UTOPIA Fiber, a fiber optic network based in Murray, has launched the state's first 10-gigabit-per-second (10Gbps) fiber Internet service for residential subscription. The organization said that the service will give customers the fastest Internet service in the nation.

"For a state that showcases its Silicon Slopes, no other network in Utah will be able to offer Internet speeds close to UTOPIA Fiber's new 10-gig service," said Roger Timmerman, UTOPIA's executive director. "These speeds enable any residence to become the ultimate smart home."

UTOPIA characterized its new Internet speed as providing enough bandwidth to stream 1,700 online movies at the same time from a single connection without any buffering or lag time. In homes where more and more devices require high-speed Internet connections, any current or future level of connectivity is supported with this product, the company said.

Two local Internet service providers, Veracity and Xmission, will be the first to offer the service.

"I am proud to be pushing the limits of Internet in Utah again with our 10-gigabit-to-the-home offering," said Pete Ashdown, president and founder of XMission. "XMission strives to be the best there is, not just in Utah, but Internet-wide."

The new service won't be cheap, according to the new rate structure released by Xmission. Customers can purchase a 10-gig connection for \$250 per month plus UTOPIA fees.

According to Warren Woodward, XMission director of broadband services, "Residential customers should be aware that a 10Gbps fiber connection is, in many respects, faster than the Internet. A 10Gbps port into a home will provide multiple simultaneous high-bandwidth streams, but most residential networks will require significant upgrades in order to support this volume of data."

The Utah Telecommunication Open Infrastructure Agency (UTOPIA Fiber) is a community-owned fiber optic network. Created by a consortium of Utah cities, UTOPIA Fiber supports open access and promotes competition in all telecommunication services.

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## Predictive buys Minnesota firm

Predictive Technology Group, Inc. of Salt Lake City has acquired FlagshipHealth Group, a Minneapolis-based provider of sales and consulting services for the healthcare industry. Predictive Technology markets data analytics for disease identification and subsequent therapeutic intervention through biotechnology treatments.

The business combination provides essential resources for Predictive Technology Group to develop, launch and grow its services directed at limiting disease and improving the health and well-being of individuals confronting a wide range of medical conditions, the company said in a release. Since February 2017, Flagship has provided sales and marketing support for the launch of treatments offered by Predictive Technology Group's wholly owned subsidiary, Predictive Biotech. FlagshipHealth worked with another Predictive subsidiary, Predictive Therapeutics, toward commercialization of the ARTGuide, a genetic diagnostic for endometriosis and other concerns addressed in fertility clinics, and FertilityDx Services, a test suite delivering personalized and comprehensive genetic diagnostic services to couples undergoing infertility care.

"We are very pleased to have the team at Flagship join the Predictive organization," said Bradley Robinson, CEO of Predictive Technology Group. "As we move forward to fully address important challenges, such as endometriosis, and our efforts in regenerative health interventions, the team at Flagship demonstrates a tremendous understanding of the complexity and stakeholder diversity within healthcare delivery, finance and administration. With the expansion of our products and services addressing significant medical problems confronting individuals and families throughout the world and our imminent commercialization of diagnostics and therapeutics for endometriosis, it became obvious that the integration of our two organizations better serves patients, care providers and shareholders."

"We have enjoyed working closely with Predictive since our introduction in 2010 and through Predictive Biotech's regenerative medicine commercialization in 2017," said Tim Lacy, Flagship president and founder. "We are excited to transition Flagship from a long-time advisory partner into a permanent contributor to the Predictive family."

# Provo/Orem country's Best-Performing City; SLC, St. George score highly

Utah County's Provo/Orem area, with its robust high-tech sector and broad-based job and wage growth, is the Best-Performing City in the United States, according to the Milken Institute's Best-Performing Cities 2017 Index.

"Provo/Orem outperformed all other metros by a wide margin," said Minoli Ratnatunga,

Milken Institute's director of regional economic research. "Home to Brigham Young University and a growing technology and entrepreneurial community, the region is adding to its workforce and reaping the rewards of a vibrant industry on the broader economy."

Salt Lake City also ranked among the top 10 large cities (No.

10), while St. George ranked second among Best-Performing Small Cities, making three Utah communities in the top tier of the more than 400 regions evaluated.

"Utah's strong entrepreneurial spirit and business-friendly environment allow companies to grow in communities big and small," said Gov. Gary R. Her-

bert. "As we invest in our skilled workforce and diverse economy, we continue to improve job opportunities and quality of life for residents statewide."

Raleigh, North Carolina, with its comparatively low business costs and thriving research and development-driven industries ranked second in the nation. Dallas, which has added more than 50,000 high-skill, professional, scientific and technical industry jobs in the past five years, came in third.

Overall, six Florida and four California cities ranked among the Top 25 Best-Performing Cities. California's Inland Empire (Riverside-San Bernardino-Ontario) jumped 24 places and made the Top 20 for the first time in a decade. Also posting double-digit gains were the Florida regions of Sarasota-Bradenton, West Palm Beach-Boca Raton and Tampa-St. Petersburg.

San Jose, California, last year's top city, is showing signs of slowing and dropped 10 places to No. 11 overall. The Milken Institute Best-Performing Cities Index has been published annually since 1999. The index uses fact-based metrics in nine categories to evaluate the relative growth of metropolitan areas. Metrics include growth in jobs, wages and salaries and technology output over time. The index also measures high-tech fields whose concentrations in a metropolitan area are higher than the

national average.

The Milken Institute's Best-Performing Cities index provides a benchmark for examining which regional strategies are succeeding, the company said.

"Metropolitan areas are crucial drivers of growth in the American economy, taking different paths to prosperity depending on their industry mix, policy choices and available resources. While some parts of the country are thriving, others are falling behind," said Kevin Klowden, executive director of the Milken Institute's Center for Regional Economics. "Our goal is to help businesses, investors, industry associations, development agencies, government officials, academics and public-policy groups monitor and evaluate how well their region is adapting to and planning for both current and future economic trends."

## SwipeClock acquires workforce software firm

SwipeClock LLC has announced it has acquired Shugo, a provider of SaaS-based workforce products and services for small and medium-sized businesses. SwipeClock is developer of workforce management software based in Salt Lake City. SwipeClock said that the buyout allows the company to broaden its workforce management offerings and provide channel partners and their clients with additional solutions that make managing workforces easier and more cost effective.

"As a long-time integration partner that has been closely

aligned with SwipeClock's mission, we are excited to acquire Shugo," said Coleman Barney, CEO of SwipeClock. "Because we have tremendous overlap with Shugo's sales channel, a shared customer base and solutions that are already integrated, this acquisition is a clear fit for both companies. Additionally, SwipeClock can now help our sizeable installed base of partners and clients better manage their workforces by delivering a more unified and complete solution."

Shugo's product line includes an intuitive and customizable employee portal with a punch clock

feature, access to payroll information, company communications and alerts, a company directory and options for HR tasks and workflow processes. The combined product offerings will enable SwipeClock to offer an even more powerful and intuitive employee and manager portal that already has wide adoption across both companies' customer bases, the company said

Shugo has focused on integrating its solutions with payroll software products and building a distribution channel using payroll service bureaus — both important facets of SwipeClock's growth objectives, according to Barney.

Terms of the acquisition were not disclosed.

SwipeClock's products include TimeWorksPlus, TimeSimplicity and Workforce Management Suite, which are sold through over 850 partners to 26,000 businesses.

## SilencerCo looking for new CEO

SilencerCo, a West Valley City-based designer and manufacturer of firearm suppressors, known as silencers, has announced a change in company leadership. Founders Joshua Waldron and Jonathon Shults are stepping down — Waldron as CEO and Shults as president. The company's board has launched a search for a new CEO.

Shults will continue in his role directing day-to-day operation of the company as chief operating officer while Waldron will become senior advocacy advisor, focusing on firearm legislation advocacy. Waldron will continue to be heavily involved in development and product innovation. Waldron and Shults are the company's two largest equity holders.

Co-founded in a garage in 2008 by Waldron and Shults, SilencerCo has grown to be an industry leader, controlling the majority of sales of firearm suppressors and related accessories, Waldron said.

"After years of grit and hard work, SilencerCo is poised to succeed. It is now time for me to turn my focus to advocacy for the company and its industry," said Waldron. "Resigning from my current duties as CEO will allow for more time spent in the legislative arena, furthering the scope and influence of SilencerCo products in the future."

"SilencerCo is responsible

for suppressor industry innovation," said Shults. "As chief operating officer, I look forward to working with our team to ensure that we stay at the forefront of firearm suppressor design and technology."



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A massive master-planned community in the southern part of St. George in under construction near the Arizona state line. Recreational facilities will be a large part of the development that will also include a resort hotel, retail areas and as many as 10,000 residences.

## ST. GEORGE

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Diamond Capital and Merrill Trust Group of Atlanta, partners in Desert Color, have been working for the past 18 months to bring the project to reality, according to Weaver. It will be located on Utah School and Institutional Trust Lands Administration (SITLA) property east of I-15 and along St. George's Southern Parkway near the Arizona border.

Despite the recent announcement, heavy equipment from Clyde subsidiary Sunroc Construction has been on the site for several weeks carving roads and building home sites and pads for businesses. Utility installation is scheduled to begin

soon. Work has begun on the building that will house the corporate headquarters and warehouse for Paparazzi Accessories, one of Desert Color's initial tenants.

Desert Color principals touted the project's location in a press release. "Desert Color's setting creates a unique opportunity to blend the natural features of the desert foothills with tried and true community design principles," the statement said. "It emphasizes social connections, open space, recreational diversity, walkable neighborhoods, convenient regional commercial and retail services and hospitality, and will offer a variety of home types, styles and products to meet the needs of the community.

As part of the plan, Desert Color will feature nearly 210 acres of developed parks and trails throughout the community.

"We are proud to create a new, innovative community that will enrich the St.

George area and the state of Utah," said Weaver. "Desert Color is a decades-long project and we know it will succeed with the insight and guidance of our community partners."

"We've been working closely with the Desert Color development team for many months now and we look forward to continuing our collaboration," said St. George Mayor Jon Pike at the announcement.

"Washington County is familiar with Desert Color and its plan," said Washington County Commissioner Victor Iverson. "We have had some good conversations with the project leaders and will work with them as they progress."

According to Brook Cole, Desert Color's principal onsite lead, the development is more than just a collection of homes, parks and businesses. "It is the manifestation of a balanced life that connects all that is good

about the Southern Utah experience in one community, unified by a central vision — a community that will recognize and blend in seamlessly with the St. George way of life, while at the same time providing an exciting new way to live it."

"The Desert Color vision is a big one," Weaver said. "[It will include] 10,000 residences with single-family apartments and townhomes; a 103-acre commercial district with office space, shopping, recreation, health facilities, schools, cultural activities and a resort facility with crystal lagoons; 1,100 rooms that will be a mixture of hotel, resort and vacation condos; a recreation area with parks, trails and activities that promote a healthy lifestyle; and a golf entertainment experience for golfers of all skill and age levels."

The St. George City Council voted early in January to approve rezoning for the first Desert Color construction. A 10-acre site was approved for building a Big Shots Golf Center. Plans call for a nine-hole professional putting course and an approximately 1,200-foot driving range. The proposed 33,000-square-foot, 45-foot-tall building will feature indoor and outdoor dining in addition to golf-related activities. "The Big Shots group has several of these throughout the country — it's a franchise," Bob Hermandson, the developers' representative, said of the company behind the golf center.

When asked about timing for construction of Desert Color, Weaver said, "At present, we have made significant strides. If you drive out there, you'll see the earth is moving in a variety of directions." Property has already been purchased by some of the development's initial tenants, Weaver said, including Paparazzi Accessories, which is building its new corporate headquarters and warehouse on a 13.5-acre lot.

The Desert Color property is located within the St. George city limits and is generally described as bounded by the Sun River development to the west, the Arizona border to the south, the Fort Pierce Industrial Park to the north and the Desert Canyon development to the east.

Weaver said that local approvals, private partnerships and sponsorships, home builders, groundbreaking and other key development milestones will be announced as the project progresses.



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# Industrial real estate sector is booming outside Salt Lake County, too

**Don Enlow and Marcy Pitman**  
CBC Advisors

Over the past few years, numerous business websites and publications, including *Forbes* and CNBC, have pronounced Utah to be one of the best states for doing business. As you travel up and down I-15 along the Wasatch Front, you'll see silhouettes of construction cranes erecting gleaming office towers. But when you exit I-15 and head west on one of its two major arteries, Highway 201 or I-80, you will notice testaments to Utah's growing industrial sector: concrete and steel tilt-up office-warehouse buildings that are a key part of Utah's economic engine.

When hearing about Utah's industrial sector, people naturally think of Salt Lake City and Salt Lake County. In 2017, with the announcement of the 855,000-square-foot Amazon distribution center and the 62-acre site of Stadler Rail, Salt Lake County dominated the headlines. While Salt Lake will always play a key role as the "Crossroads of the West" for the industrial sector, the continued development of the industrial sectors outside of Salt Lake County are of paramount importance in supplying jobs and economic output for the state. So, what exactly is happening in the industrial sector throughout the rest of Utah?

#### Weber County

Ogden, the once-robust railroad town,

has transitioned into a manufacturing and distribution center for items shipped by train and truck. Ogden has long been the hub of Weber County, and the epicenter of all the recent growth is the Business Depot Ogden (BDO). What was once a 1,139-acre United States defense depot has transformed into a burgeoning manufacturing and distribution complex operated and developed through a partnership between Ogden City and The Boyer Co. Cameron Cook, project manager at Business Depot Ogden, reported that the largest deals completed in 2017 in Ogden at the BDO included a 500,000-square-foot office-warehouse for Readerlink, a 204,000-square-foot production and distribution building for Honeyville Farms and a 260,000-square-foot distribution center for Home Depot. Coming online at the BDO in 2018 is a 107,000-square-foot expansion for Treehouse Foods and a 300,000-square-foot facility for Autoliv. The Boyer Co. has such confidence in the market that it will be completing a 110,000-square-foot spec building as well as a 32,000-square-foot multi-tenant flex building for smaller tenants. Vacancy rates in Weber County have trended lower over the past few years, which will likely continue.

#### Davis County

The Davis County industrial market epicenter is located in the former Navel Logistics Base in Clearfield. Two real estate development companies now operate there: Freeport West in the western portion

and Freeport Center Associates in the eastern portion. Some of Davis County's largest employers, including Lifetime Products and ATK, are located at the former base. Davis County has some new multi-tenant office warehouse projects that will be coming online in 2018. The continued extension of State Route 193 westward through Clearfield and Syracuse is opening new corridors for office-warehouse development. Plans to eventually connect State Route 193 with the West Davis Corridor will create a vital east-west economic corridor for Davis County. East Gate Business Park, near the east gate of Hill Air Force Base in Layton, recently saw the expansion of Kihomac, a government contractor.

#### Utah County

Utah County is the fastest-growing county in Utah. Though the skyline around the Point of the Mountain and Lehi is punctuated with new office towers to support the growth of the Silicon Slopes area, just a little further south, to the east and west of American Fork, are large areas of newly constructed office-warehouses. Many tenants of these office-warehouses have a connection to the companies with offices at Silicon Slopes as fulfillment centers. The fast-growing population of Utah County is also driving the need for industrial projects, as many tenants support the growth of the population and construction industry.

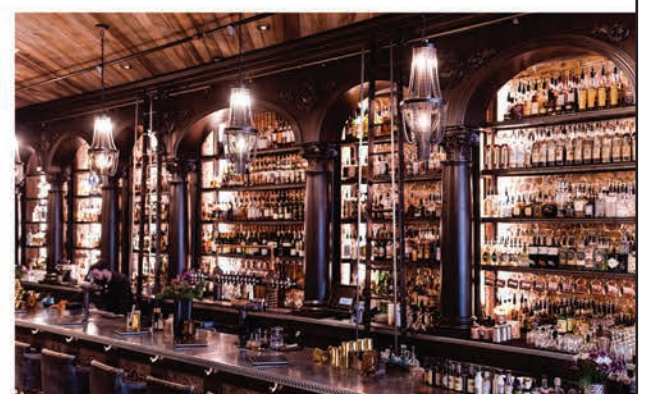
Michael Roderick of Roderick Enterprises is one of the most active industrial

developers in the Utah County Market. Roderick Enterprises has developed approximately 400,000 square feet of industrial space so far in American Fork and Springville. Roderick is also the developer of one of the most iconic and successful industrial parks in Utah: Pheasant Hollow, located in Sandy. Roderick recognized the need for a higher-end office-warehouse product to serve the growing needs in the northern and southern portions of Utah County. He sees a continued need for office-warehouse product in these areas for the foreseeable future. Utah industrial vacancy is the lowest in the state, currently about 3 percent. With the continued growth and absorption rate, it will likely stay that way.

#### Washington County

Sunny St. George is known for its red-rock beauty, for its scenic golf courses and as a growing retirement destination. However, if you head just a little bit southwest, you will run into the Fort Pierce Industrial Park, the center of the industrial market for St. George and Washington County. Its largest and most notable tenant is the Family Dollar Distribution Center at 832,000 square feet of space. The industrial market remains a vital part of job creation and economic output for St. George and Washington County. Recent developments in the

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## ASSOCIATIONS

• The **Salt Lake Board of Realtors** has elected **Adam Kirkham** as its 2018 president. The Salt Lake organization has more than 8,000 real estate



Adam Kirkham

professionals. Kirkham is branch broker of Summit Sotheby's International Realty Salt Lake City. He earned his real estate license

in 2005 after completing a double major in biology and French at the University of Utah.

• **Employers Council** has announced its list of surveys to be completed this year and is offering nonmember employers an opportunity to participate in gathering data and have access to purchasing the completed surveys. The organization has published surveys specific to Utah for more than 70 years. Survey data ranges from compensation to human resources metrics to paid time off. Members of Employers Council are given a variety of resources,

including access to the surveys; however, nonmember companies now can purchase the surveys in exchange for providing their unique data to add to the surveys. The 2018 surveys will focus on HR metrics, benchmark compensation, information technology compensation, health and welfare plans, pay projections and paid time off. Details are at [www.employer-scouncil.org](http://www.employer-scouncil.org) or (801) 364-8479.

## EXPANSIONS

• **Homie**, a South Jordan-based real estate brokerage, has opened its second market, in Phoenix. Previously, its services were available only in Utah. Homie launched in Utah in 2015 as a technology platform and says it had more unique listings than any other Utah brokerage in 2017.

## HEALTHCARE

• **Predictive Technology Group Inc.**, Salt Lake City, has appointed **Dr. John C. Nelson** to its Scientific Advisory Board.



John Nelson

Nelson is an obstetrician and gynecologist from Salt Lake City. His experience includes serving as president

of the American Medical Association, Salt Lake County Medical Society, and the Utah Medical Association. Predictive Technology Group specializes in genetic testing, diagnostics and therapeutic products to advance precision medicine.

• **PRA Health Sciences Inc.**, based in North Carolina, has opened a clinic across the street from St. Mark's Hospital in Salt Lake City. The facility will offer full-service early-stage clinical research capabilities for healthy participants and specialized patient populations. It allows for the consolidation of four existing locations in the Salt Lake area into one facility for both inpatient and outpatient services. The clinic has more than 65,000 square feet of space — up by more than 20,000 square feet from its previous clinic — and will have the ability to accommodate 120 clinical research participants, a 20 percent capacity increase. It will include an onsite surgical suite equipped for cerebrospinal fluid sampling and post-surgical pain and device implantation, a pharmacy, and a lab with larger centralized processing capabilities.

## LAW

• **Parsons Behle & Latimer** has named **Robert H. Hughes**, **Kevin W. Johnson** and **Alissa M. Mellem** as shareholders in the firm's Salt Lake City office. Hughes is a member of the firm's



Robert Hughes



Kevin Johnson



Alissa Mellem

Environmental & Natural Resources Department, where he advises public and private clients on land use and zoning issues, eminent domain and natural resources matters. His education includes a J.D. from the University of Utah in 2003. Johnson is a member of the Corporate Transactions & Securities and Mining departments. He helps national and international clients devise structures to create value

through transactions related to the purchase, sale, development, financing and commercialization of natural resources. His education includes a J.D. degree from Brigham Young University in 1984. Mellem is a member of the Litigation, Trials & Appeals and Employment Law departments, and concentrates her practice on employment law, commercial litigation and product liability. Her education includes a J.D. degree in 2010 from the University of Utah.



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## OUTDOOR PRODUCTS/ RECREATION/SPORTS

• A joint venture of **KSL Capital Partners** and **Henry Crown and Co.** has a new name: **Alterra Mountain Co.** The venture has curated 12 resort destinations in North America, including Deer Valley Resort. Based in Denver, Alterra was created when KSL Capital Partners and Henry Crown and Co. purchased Intrawest, Mammoth Resorts and Deer Valley Resort in 2017.

## PHILANTHROPY

• **VFI Corporate Finance** has donated \$31,000 to **Make-A-Wish Utah** to grant life-changing wishes for local children with critical illnesses. The donation coincided with the granting of a wish to Stetson Bowen, a 4-year-old Utah boy diagnosed with leukemia, to visit his favorite theme parks in Florida. The donation also will help grant the wishes of six other children like Bowen who have been diagnosed with a critical illness.

## REAL ESTATE

• **Sensapure/Dyad Labs** has purchased two industrial

buildings at 1935 and 1945 S. Fremont Drive, Salt Lake City. Financial terms were not disclosed. The buildings total just under 100,000 square feet and consist of a mix of office, lab and warehouse space. Jeff Richards and Tom Dischmann, senior vice presidents in the Salt Lake City office of **CBRE**, managed the transaction on behalf of both Sensapure/Dyad Labs and the seller, **Schlumberger**. Sensapure/Dyad Labs plans to move into the building at 1945 Fremont following some brief remodeling in the first quarter of this year; 1935 Fremont will be marketed for lease. Sensapure is a custom flavor business that specializes in creating liquid and powder flavors for the health, wellness and nutraceutical industries. Dyad Labs (formerly Genysis Labs) is a full-service, third-party contract laboratory offering chemical and microbiological testing services.

• **Coldwell Banker Commercial Advisors** has hired **Randy Sant** for its Advisors Consulting Services division. He will work from the com-



Randy Sant

pany's main office in Salt Lake City. For the past 25 years, Sant has served as the owner of a private economic development firm, **RS Contract Management**, specializing in economic development strategy, lobbying and consulting services to local governments. Sant is the economic director and consultant to Tooele City, Tooele County and South Salt Lake City. During his career, Sant also has been a city manager for Washington Terrace and Roy, served as the Weber County economic development director, Sandy City economic director and a senior project coordinator for the Ogden City Redevelopment Agency.

• **Castle & Cooke Mortgage LLC**, Draper, has opened a branch at 397 N. Main St., Spanish Fork. The branch manager is **Julie Crow**.



Julie Crow

see BRIEFS next page

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# Industry Briefs

from previous page

who has 23 years of experience in the mortgage industry. Prior to joining Castle & Cooke Mortgage, Crow was a branch manager for Primary Residential Mortgage.

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**GOBankingRates**, a personal finance news and features website. It is the fourth consecutive year for Ally Bank to top the rankings. The company also ranked in the top 10 banks for **Best Savings Account** and **Best CD Account**, as well as being named an **Editor's Pick Award** in the category of **No Fees or Minimums for Savings**. GOBankingRates evaluated 28 online banks using a methodology centered on four key factors — checking account fee, savings account annual percentage yield, 12-month CD APY, and BauerFinancial Star Rating for overall financial strength — and whether it offered certain services.

• **West Jordan** leaders have presented **The Dannon Co.** with the first-ever **Environmental Achievement Award** in recognition of leadership and innovation in minimizing environmental impact while operating in the community. Dannon opened its West Jordan plant in 1997. The 400,000 square-foot plant employs about 230 employees and has undergone 20 expan-

sions over the past 20 years. It manufactures 3 million cups of yogurt per day. It has reduced water consumption per ton of finished product by over 22 percent since 2015, invested \$1 million in reverse osmosis equipment to further reduce water consumption by another 10 percent through process water recovery, invested over \$500,000 in waste water treatment facility upgrades resulting in a 65 percent reduction in the number of sludge loads being hauled on city streets and the associated air emissions from the trucks and reduced odor emissions from the waste water plant, invested over \$800,000 in a new higher-efficiency boiler to reduce natural gas consumption and air emissions, and returns 97 percent of the water that goes into the plant back into the community's water reclamation system.

### RURAL UTAH

• The **Governor's Office of Economic Development** (GOED) board, at its January meeting in St. George, endorsed

a \$50,000 Rural Fast Track grant for **C&J Specialties**, of Ephraim in Sanpete County. The grant will help the snack manufacturing company buy equipment to expand its production capability and add a new packing line to its production. The company expects the \$108,450 project to result in three new full-time jobs. Rural Fast Track grants are approved by the Governor's Rural Partnership Board.

### TECHNOLOGY/LIFE SCIENCES

• **Numetric**, a Highland-based business intelligence software company, has hired **Nate Bowler** as chief operating officer. Bowler's experience includes co-founding Workfront.



Nate Bowler

During Bowler's 15-year tenure at Workfront, he served in several executive leadership positions. Bowler started as the co-founding chief technology offi-

cer, moved into market development and sales leadership roles, and concluded as executive vice president of global sales. He previously worked at Novations Group and Excite@Home. He graduated from Brigham Young University with a bachelor's degree in computer science.

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### RECOGNITIONS

• **Ally Bank**, Sandy, has been named the **Best Online Bank of 2018** in annual rankings compiled by

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# Calendar

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

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

**Diplomatic Breakfast**, presented by World Trade Center Utah, in partnership with the Governor's Office of Economic Development and the Salt Lake Chamber and welcoming Michael Howells, consul general from the British Consulate in Los Angeles. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Cost is \$25. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Jan. 23, 8:30 a.m.-3 p.m.

**Wasatch Choice 2050 and Mayor's Metro Solutions**, presented by Salt Lake County Regional Development, Wasatch Front Regional Council, the University of Utah's Department of City & Metropolitan Planning, Envision Utah, and the Mountainland Association of Governments. The combined event brings together stakeholders from across the region to discuss how to increase access to jobs and educational opportunities through the development of the WC2050 Preferred Scenario. Keynote speakers are Bruce J. Katz and Jeremy Nowak, co-authors of *The New Localism: How Cities Can Thrive in the Age of Populism*. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

**Women in Business Networking**, a Sandy Area Chamber of Commerce event featuring a discussion and lunch with Deanie Wimmer, co-anchor of KSL-TV News. Location is KSL-TV, 49 N. 300 W., Salt Lake City. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

**Business Women's Forum**. Speaker Nancy Pearce, vice president/financial center manager for Zions Bank, will discuss "Solving Gender Issues in the Workplace." Location is 50 West Club & Café, 50 W. Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

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

**2018 Athena Luncheon**, an Ogden-Weber Chamber of Commerce event. Location is

Timbermine Restaurant, 1701 Park Blvd., Ogden. Cost is \$20. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## Jan. 24-26

**2018 Winter Innovation Summit**, a Sorenson Impact Center cross-industry event focused on social impact, innovation and investing. Location is the University of Utah, 1375 Presidents Circle, Salt Lake City. Cost is \$527. Details are at <https://sorensonimpact.com/winter-innovation-summit-2018/>.

## Jan. 24, 7:30-9 a.m.

**Employer Seminar and Breakfast**, sponsored by the Ogden-Weber and Davis Workforce Committee and Northern Utah Human Resource Association, in partnership with Utah Workforce Services. Topic of panel interview and discussion is "Retaining Quality Employees." Location is the Northfront Business Resource Center, 450 Simmons Way, Kaysville. Free. Registration can be completed at <http://bit.ly/2E5tDIL>.

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

**Thought Leader Symposium** about Israel and Palestine, hosted by World Trade Center Utah and Zions Bank in partnership with the Sundance Institute. Event features a panel that will discuss the complex relationship between Israel and Palestine and explore the history, the current state of affairs and how it impacts businesses and the economy. Clips from *The Oslo Diaries*, which will premiere at the 2018 Sundance Film Festival, will be shown during the panel. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

**Chamber Launch**, a Salt Lake Chamber networking event. Location is the chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://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 for all five sessions. Remaining sessions take place

in March, May, September and November. Details are at <https://www.employerscouncil.org/training-catalog>.

## Jan. 24, 9-10:30 a.m.

**Workforce Development HR Forum**, a West Jordan Chamber of Commerce event. Location is West Jordan Chamber Office, 8000 S. Redwood Road, West Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## 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](http://chamberwest.com).

## Jan. 24, 1:30-3 p.m.

**Inaugural Utah Export Acceleration Grant Pitch Competition**, a World Trade Center Utah event that is a breakout from the Sorenson Impact Center's Winter Innovation Summit. Seven of the top 2017 Export Acceleration Grant recipients will compete for \$15,000 (first place), \$10,000 (second) and \$5,000 (third). Event is designed to bring together up-and-coming small businesses in Utah looking to sell products in international markets. Location is the University of Utah Guesthouse Ballroom, 110 Fort Douglas Blvd., Salt Lake City. Free and open to the public. Registration for the summit can be completed at [Eventbrite.com](http://Eventbrite.com).

## Jan. 24, 3-5 p.m.

**"Financial Statements: Do's and Don'ts for Your Small Business,"** a Salt Lake Chamber event. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Details are at [slchamber.com](http://slchamber.com).

## Jan. 25, 5-7 p.m.

**Business After Hours**, a Salt Lake Chamber event. Location is Lake Effect, 155 W. 200 S., Salt Lake City. Cost is \$7 for early-bird registration, \$10 for members the week of the event, \$15 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## Jan. 25, 6-7 p.m.

**Accounting Clinic**, 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. 25, 6-7 p.m.

**Legal Clinic**, 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. 25, 6-7 p.m.

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

## Jan. 26, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker to be announced. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at [murraychamber.org](http://murraychamber.org).

## Jan. 26, 8:30-9:30 a.m.

**"Clear the Air Challenge" Team Manager Training and Networking Event**. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at [cleartheairchallenge.org](http://cleartheairchallenge.org).

## Jan. 26, 11:30 a.m.

**Multi-Chamber Luncheon Series**, presented by the Murray Area, Southwest Valley, South Jordan, West Jordan and South Salt Lake chambers of commerce and ChamberWest. Salt Lake County Mayor Ben McAdams will discuss the state of the county, economic development and what it means for a business. Location is Conservation Garden Park, 8275 S. 1300 W., West Jordan. Open to the public. Registration deadline is Jan. 23. Registration can be completed at [westjordanchamber.com](http://westjordanchamber.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](http://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](http://thechamber.org).

## Jan. 27, noon-3:15 p.m.

**Fifth Annual Utah STEM Expo**, hosted and organized by charter school Beehive Science and Technology Academy and

featuring Utah middle school, high school and college/university students showcasing their STEM (science, technology, engineering and math) projects. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Free and open to the public. Details are at [www.utahstemexpo.org](http://www.utahstemexpo.org).

## Jan. 30, 11:45 a.m.-1 p.m.

**"Life & Laughter" Luncheon Workshop**. Award-winning humor columnist Peri Kinder and stand-up comedian/actor Heather Mabbott will lead a fun discussion about the healing powers of laughter. Location is myBusinessBar, 4535 S. 2300 E., Salt Lake City. Cost is \$25 (lunch is included). Reservations may be made at [lifeandlaughterjan.eventbrite.com](http://lifeandlaughterjan.eventbrite.com).

## Jan. 31, 7:30-9 a.m.

**Breakfast Safety Seminar**, a Utah Safety Council event with the theme "Physical Therapy in the Workplace." Location is Utah Safety Council, 1574 W. 1700 S., Salt Lake City. Free for two people per member organization, \$10 for nonmembers. Details are at [utahsafetycouncil.org](http://utahsafetycouncil.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](http://chamberwest.com).

## Jan. 31, 12:30-2 p.m.

**"Prosperity 2020 Forum: 2018 Education Preview,"** a Salt Lake Chamber event. Utah Sen. Ann Millner will discuss the direction of education in Utah. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$15. Details are at [slchamber.com](http://slchamber.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. 200 S., Suite 2005, Salt

## CALENDAR

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Lake City. Cost is \$740. Details are at <https://www.employer-scouncil.org/training-catalog>.

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

**Monthly Lunch Meeting,** a Murray Area Chamber of Commerce event. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at [murraychamber.org](http://murraychamber.org).

### Feb. 1, 6-7:30 p.m.

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

### Feb. 2, 7:30 a.m.-noon

**"Small Business Summit: Ignite & Inspire,"** a Salt Lake Chamber event. Keynote speakers are Bryan Trussel, co-founder and chief executive officer of Glympse Inc.; and Carine Clark,

president and chief executive officer of Banyan. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$79. Details are at [slchamber.com](http://slchamber.com).

### Feb. 2, 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](http://murraychamber.org).

### 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](http://thechamber.org).

### Feb. 2, 8-10 a.m.

**First Friday Face-to-Face,** a West Jordan Chamber of Commerce business-to-business networking event. Location

is the Megaplex Theatres at The District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### Feb. 3, 7:30-9 a.m.

**Bagels and Bills 2018,** a Spanish Fork Salem Area Chamber of Commerce event. Location is Nebo School District offices, 350 S. Main, Spanish Fork. Free. Details are at [thechamber.org](http://thechamber.org).

### Feb. 3, 9:30-11 a.m.

**"Politics and Pancakes 2018,"** an American Fork Chamber of Commerce event. Location is American Fork Hospital, 170 N. 1100 E., American Fork. Free. Details are at [thechamber.org](http://thechamber.org).

### Feb. 5, 12:15 p.m.

**Annual Membership Meeting,** a Utah Manufacturers Association event. Speaker is Phil Dean, state budget director and chief economist. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$55. Reservations may be made by contacting Annette at (801)

363-3885 or [annette@umaweb.org](mailto:annette@umaweb.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](mailto:debra.patten@slcc.edu) or (801) 957-5244.

### Feb. 6, 8-9:30 a.m.

**Employment-Based Immigration Briefing Session,** an Employers Council event providing participants with a basic understanding of employment-based immigration benefits that can provide temporary or permanent work authorization. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$59. Details are at <https://www.employerscouncil.org/training-catalog>.

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

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

### Feb. 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.com](http://chamberwest.com).

### Feb. 7, 3-4:30 p.m.

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

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

**Lunch & Learn,** a Murray Area Chamber of Commerce event. Speaker is from Wasatch Floors. Location is The Union, 7178 S. 900 E., Midvale. Details are at [murraychamber.org](http://murraychamber.org).

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

**ChamberWest Luncheon Series.** Speaker Patrick Ross, digital marketing/social media manager at Utah Media Group, will discuss "Using Social Media as a Business Growth Tool." Location is the Utah Trucking Association, 4181 W. 2100 S., West Valley City. Cost is \$20 for members, \$30 for nonmembers or at the door. Registration can be completed at [chamberwest.com](http://chamberwest.com) or (801) 977-8755.

### Feb. 8, 5:30-6:30 p.m.

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

### Feb. 8, 6:30-8:30 p.m.

**Small Business Roundtable,** presented by the Salt Lake County Library in partnership with Salt Lake SCORE. Workshop will include information about how to use LinkedIn and social media to brand a business. Location is Sandy Library, 10100 S. Petunia Way, Sandy. Free. Details are at [sandychamber.com](http://sandychamber.com).

### Feb. 9, 7:30-8:30 a.m.

**Eggs & Issues,** a Murray Area Chamber of Commerce event. Speaker is from International Health Partners. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at [murraychamber.org](http://murraychamber.org).

### Feb. 9, 7:45-9 a.m.

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

### Feb. 9, 8 a.m.-6 p.m.

**34th Annual Investors Choice Venture Capital Conference,** a Venturecapital.org event with up to 25 companies pitching to investors. Skiing and snowboarding are Feb. 8, 9 a.m.-4 p.m. at Solitude Mountain Resort. Investor reception is Feb. 8, 6-8 p.m., at the Zions Bank Founders Room, 1 S. Main St., Salt Lake City. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Registration can be completed at [Eventbrite.com](http://Eventbrite.com). Cost is \$495. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

**2017 Annual Gala,** an

see CALENDAR page 14

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# We all make mistakes; Here's how to avoid the stupid ones

Most mistakes are just plain stupid. "I just wasn't thinking," we say. Stupid mistakes aren't intentional. But the genie is out of the bottle. The damage is done.

Sure, we can try to "minimize the damage" by claiming "we're only human" and dismiss it with "everybody makes mistakes." Not today. As the news makes clear, there's no place to hide. Everything is transparent.



Both individuals and businesses suffer from the harm caused by stupid mistakes.

So, what do we do about it? Hope for the best? Ride it out? Or, pretend it wasn't that important? Here's how to avoid making stupid (and possibly harmful) mistakes:

**1. Stop looking in the mirror.** Maybe the troublesome attitude started with the company's founder. It would not be surprising that someone with King as their first name might have an ego problem. And if you were King C. Gillette of the famed Gillette Co., it might rub off on the entire operation. For nearly a century, others in the shaving blade business tried to topple Gillette from its throne. It didn't work, which may have caused the company to believe it was indomitable. If so, it was a stupid mistake.

Then came the disruptors with little money, but with low prices and home delivery. These interlopers — Harry's and Dollar Shave Club — were largely ignored, until they nicked the king. Finally, Gillette got in the act with a copycat "club" offering reduced prices and home delivery.

*Point: If you keep your face glued to the mirror, all you see is yourself — and that spells trouble.*

**2. Face your limitations.** The worst fate that can befall anyone is becoming *functionally obsolete*. It applies to structurally sound and safe bridges with too narrow lane widths and inadequate vertical clearances that fail to meet current traffic demands. When this occurs, a bridge is functionally obsolete. It's a danger if it isn't retrofitted or replaced.

It happens to individuals, departments, managers and organizations, as well. They no longer have the skills, capabilities and knowledge to handle today's demands. They're functionally obsolete and, unintentionally, they make inappropriate decisions, stupid mistakes.

*Point: Most of us rely on our past performance as a guide, failing to recognize that it's inadequate, rendering us functionally obsolete and prone to making stupid mistakes.*

**3. Challenge yourself.** During a family discussion of current events, the father answered a question quickly and confident-

ly. A few seconds later, his newly minted son-in-law spoke up (politely) with a different answer from his iPhone, shocking the older man because what he thought he knew was wrong.

This is what two researchers call "the illusion of explanatory depth," which means that we think we know more than we do, which

is not only pervasive, but causes us to draw erroneous conclusions that lead to making stupid mistakes.

We're often irritated by those who seem to question everything, who burst our little bubbles. They slow things down and create confusion. But before being too critical, they may be doing us a fa-

vor by nudging us to ask the one question that makes a difference: "How do I know what I think I know?"

*Point: Ignorance isn't bliss; it's a severe handicap.*

**4. Think it through.** We all

see GRAHAM page 14

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## Opinion

# Here's an idea: Maybe Congress should cut up Uncle Sam's credit card

Imagine that each month, you spend \$2,000 more than you earn and charge the difference to your credit card. You make interest payments but never attempt to pay down your debt, instead just letting it grow. There will inevitably come a time when you have to ask the credit card company to increase your limit. That's how Uncle Sam has handled his spending and, as a result, debt. Now, come Feb. 28, he hopes that his ability to borrow will be extended once again.

This is where the analogy between you and the federal government ends. In your case, if you ask the credit card company for an increase in your balance limit, it'll be approved only if the bank trusts you. However, when Uncle Sam wants an increase, he asks Congress to approve an increase in the debt ceiling, and then the Treasury Department can go to domestic and foreign investors for more money.

In the past few years, some in Congress have questioned the tradition of approving the request to borrow more money without any conditions to repay or reform bad spending habits. They have clashed with other lawmakers who believe the debt ceiling

should be raised and the country should go into more debt with no questions asked.

To be sure, today there are plenty of lenders willing to give the United States more cash in exchange for relatively low interest rates. But Congress' approval is important. When you ask your credit card company, it's your credit score and financial sanity that are on the line. When Uncle Sam wants more money, we, the American people, will pay the price if something goes wrong.

Congress is supposed to watch after our interests. It fails to do so, as evidenced by the growth in our spending and borrowing needs without a requirement of some degree of fiscal responsibility. In recent years, however, this has forced a discussion about our government's insatiable appetite for debt.

This matters because there will be a point when investors will no longer be willing to extend more cheap capital to the United States. It's not likely that they'll stop lending us money, but they very well could demand much higher interest rates than we're expecting them to charge us.

Even before that, our overspending

habits will have a high price tag. Because of the demographic pressure of baby boomers aging, our spending is set to explode. According to the Congressional Budget Office, total outlays will go from roughly \$4 trillion in 2018 to \$6.6 trillion by 2027. Revenue will fail to grow as fast as spending and our deficit will increase by \$900 billion, along with the amount of interest we pay for that debt. The CBO calculates that in 2018, the cost of interest on our debt will grow from \$307 billion, or 7 percent of total spending, to \$818 billion, or 12 percent of spending, by 2027. That's more than the government will spend on all its "investments," such as research and development, education, training and infrastructure.

The long run looks even worse, with interest payments consuming 21 percent of all spending in 2047. That's \$1 of every \$5 the federal government spends going toward interest on our debt. Considering the underlying growth in entitlement spending — from 55 percent of today's budget to 70 percent by 2047 — you don't have to think too hard to imagine what it means for other parts of the budget, such as education and infrastructure.

This also assumes that interest rates will behave as projected by the CBO. In Decem-

ber 2015, the Committee for a Responsible Federal Budget estimated that an increase of a half-point above the projections would add \$850 billion to the deficit over 10 years, while a 1-point increase would add \$1.7 trillion. A return to the average rates during the 1980s would add \$6 trillion to the deficit. Having more deficit and more debt means less ability to respond to recessions, foreign attacks and other emergencies if needed, not to mention higher taxes in the future.

These numbers should scare lawmakers. But they don't. After passing tax cuts that Congress wouldn't pay for with spending cuts, the Republicans won't reform entitlement or welfare programs in 2018. They will, however, add to the country's credit card debt by jacking up spending on defense and infrastructure.

Think about that when you hear talks about raising the debt ceiling again in February without adopting fiscally responsible measures.

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



VERONIQUE de RUGY

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# He campaigned on it, but now Trump seems to have abandoned populism

The fire and fury over Michael Wolff's book has largely centered on the personalities and power struggles within the White House. But behind all of that lies an important political development, one that explains the real rift between Donald Trump and his former chief strategist, Steve Bannon. President Trump seems to have abandoned populism.

Remember candidate Trump? His signature issue was immigration, on which he promised an unyielding hard line, including a border wall and mass deportations. His "Contract with the American Voter" was brimming with populist measures, from tough actions against China to a trillion-dollar public works program. His economic plans focused on goodies for the middle class, from a 35 percent tax cut for middle-class families to deductions for child and elderly care. He called for severe restrictions on lobbying and for term limits on members of Congress.

Trump's final campaign ad featured images of billionaire financier George Soros, Federal Reserve Chairman Janet Yellen and Goldman Sachs' CEO Lloyd Blankfein, darkly narrated by a Trump speech in which he warns against the "global power structure that is responsible for the economic decisions that have robbed our working class, stripped our country of its wealth and put that money into the pockets of a handful of large corporations and political entities."

Flash forward to Pres. Trump today. There is no wall, and the president now speaks of a "bill of love" that could offer a path to citizenship for the millions of undocumented immigrants he once promised

to deport. His relations with China have been decidedly chummy, as have those with another country he excoriated on the campaign trail, Saudi Arabia. The main focus of his economic program has been to return vast sums of money to large corporations.

Most of his tax law's benefits go to those firms and to people in the highest income brackets.

Oh, and these economic policies are being designed and implemented by Blankfein's former No. 2 at Goldman Sachs, Gary Cohn, and a former Goldman partner, Steven Mnuchin.

More so than the personality clashes between Bannon and Jared Kushner or the gossip about who is up and down in the White House, this is the great divide that developed in the early months of the Trump administration. Bannon must have watched with incredulity as the candidate who campaigned as a fiery outsider against the Republican establishment essentially handed over the reins of his government to House Speaker Paul Ryan and Senate Majority Leader Mitch McConnell. McConnell is quoted in Wolff's book as saying, "This president will sign whatever is put in front of him." Moments after Trump blasted Bannon last week, McConnell's political team tweeted out a GIF of the majority leader beaming.

Where did Trump's populism come from in the first place? To answer this question, the book to read is not Wolff's gossipy confection but Joshua Green's highly intelligent *Devil's Bargain*. In it, Green points out that Trump had a mish-mash of political views that leaned in no particular direction.

But he began going on talk radio and addressing conservative audiences and realized that it was not economics but social and cultural issues like immigration that got the crowds fired up. Trump was initially "indifferent to the idea" of a wall, according to Green, but campaign aide Sam Nunberg is quoted as saying that when Trump tried out the idea for the first time at the Iowa Freedom Summit in January 2015, "the place just went nuts."

Unencumbered by any deep ideology of his own or any ethical qualms — as demonstrated by his embrace of birtherism,

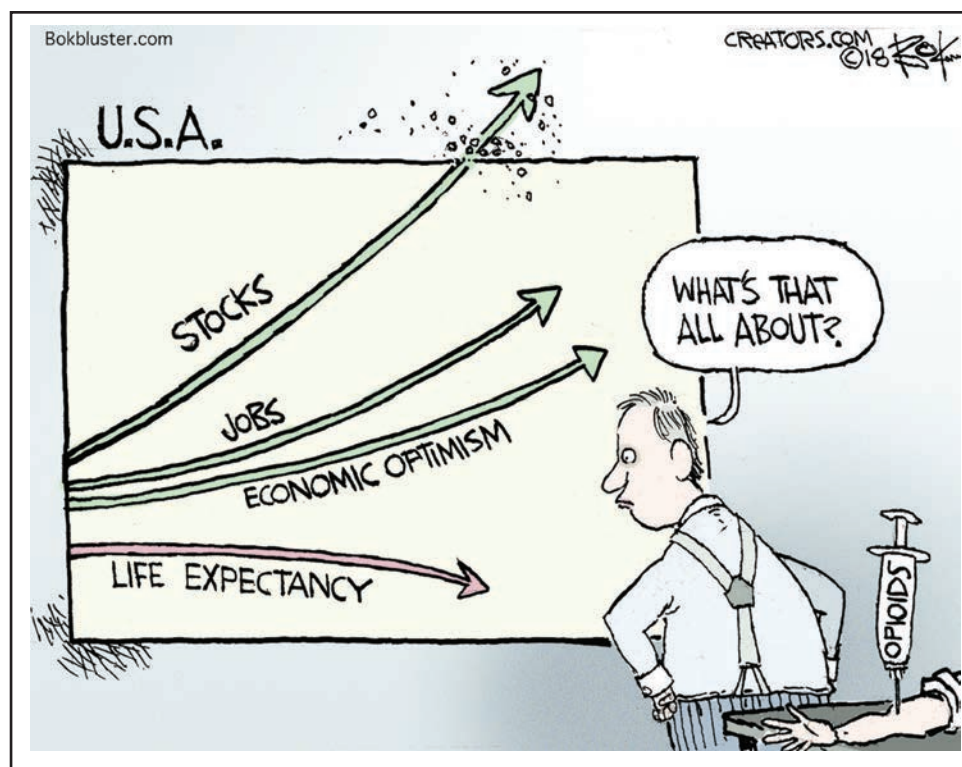
for example — Trump was able to adopt these issues far more quickly than his 16 competitors in the Republican primaries. He distinguished himself by taking on the most hardline positions, and thus winning over the GOP base. That, in addition to his colorful, charismatic style, created a bond between him and a new bulwark of the Republican Party, the white working class, that appears, for now, unbreakable.

I don't agree with many of Steve Ban-

see ZAKARIA next page



FAREED ZAKARIA



# Opinion

## How about an education system that teaches critical thinking?

The American citizenry is an optimistic collection and even with all the distressing things happening around them, they are expressing optimism about the future. And I know of a way to make sure that they have an optimistic future: Teach them the art of critical thinking.

We had better start teaching the art of critical thinking to everyone, because our No. 1 competitor, China, is the master of teaching children how to think critically. A recent study done at Stanford University shows that China is producing students with some of the strongest critical thinking skills in the world.

So, what is critical thinking? After decades of listening and watching people, I've come to the conclusion that people must abandon group-think and think for themselves. I have tried to teach my children to question whatever they hear or read and not make a judgment until they have heard all sides. To me, it's a survival skill of the first order.

Have you noticed how much time is being spent in the press on what is or is not fake news? How about the fake news that the Russians pulled off trying to influence our election? Are we sure Americans understand the ramifications of the NPR campaign trying to tell its audience how to de-

termine what fake news is?

I must admit that my relationships with my friends and family have been strained because of fake news and only lately was I able to get a handle on my own views and try to look at both sides. It's amazing how much more relaxed I am now than six months ago. Now, when my pal says, "Trump is a dork," I just sit back and smile.



**ROBERT PEMBROKE**

Can critical thinking be taught? You bet it can — and we have got to start teaching our children how to begin to think for themselves at home and then follow up in our education system at all levels. But just as important

as teaching our children to think for themselves, we have to teach everyone to think independently — and the best place to start this is in the workplace.

There is a profit motive that small-business owners need to consider and that is for their employees to co-create value with customers and to constantly improve operations. This takes critical thinking.

According to *The Harvard Business Review*, the right steps to take involve shifting ownership of the process from the manager to the worker. The manager must specify what good work looks like without locking down all elements of the process. The Harvard people also say that the best

place to begin the process is where the problems begin — which is obviously with the employee.

And this is a two-way street. A recent study of millennials in the workplace by PwC found out that the benefit that they most value from their employer isn't more money (that is No. 3), but rather training and development. Thus, shifting ownership of the process to the front line workers will improve engagement and performance. By the way, workers gaining control of their schedule is ranked No. 2.

The Khan Academy has 23 modules on how to think critically and these are free. The academy on its website says, "The critical thinking section will teach you the skills to think clearly and independently. It will help you identify valid arguments, detect inconsistencies in reasoning, understanding logical connections between ideas and construct and evaluate arguments."

I believe Americans are optimistic not just about the future but also about their freedom to live as they wish. The Pew Research Center found that across all demographic categories, the overwhelming majority of Americans now say that they have either achieved the American Dream or are on the way to achieving it. Long live the American Dream.

If the United States is going to succeed economically, small-business owners must

insure that their employees are capable of thinking independently.

Robert Pembroke is the former chairman of Pembroke's Inc. in Salt Lake City. He can be reached at pembroke894@gmail.com.

## ZAKARIA

*from previous page*

non's proposals, but he was surely right in recognizing the populist fury that runs through a large swath of the country. One wonders what will happen to it as time passes and Trump's voters notice that they have ended up with something quite different than they had imagined. During the presidential transition, Bannon told Wolff that the Trump era would be like America in the 1930s, with a massive public works program that would get blue-collar workers back into shipyards, mills and mines. Instead, we appear to have a return to the 1920s, an era of unrestrained capitalism, giddy market exuberance, a shrunken state and dramatically rising inequality. Is this what the laid-off steelworker in Ohio voted for?

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

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## CALENDAR

from page 10

Ogden-Weber Chamber of Commerce event with the theme "A Night to Celebrate." Awards will be presented for Small Business of the Year, Large Business of the Year, Volunteer of the Year, Chairperson of the Year, the Sue Westenskow Education Award, the Athena Leadership Award and the Wall of Fame. Location is Peery's Egyptian Theater, 2415 Washington Blvd., Ogden. Cost is \$100. Details are at ogdenweberchamber.com.

### Feb. 10, 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, Sorenson Tower, Ashton Auditorium, 1134 N. 500 W., Provo. Free. Details are at thechamber.org.

### Feb. 10, 9-10:30 a.m.

**Fourth Annual Legislative Breakfast**, a Murray Area Chamber of Commerce event featuring state legislators providing a legislative update and having an audience Q&A. Location is Intermountain Medical Center's Doty Education Center, 5121 S. Cottonwood St., Building 6, Murray. Free, and open to the public (no young children, please). Details are at murraychamber.org.

### Feb. 13, 11:30 a.m.-1 p.m.

**Women in Business Luncheon**, a ChamberWest event. Location is TownePlace Marriott, 5473 W. High Market Drive, West Valley City. Cost is \$20 for members with RSVP. Details are at (801) 977-8755 or chamber@chamberwest.com.

### Feb. 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.com.

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

"Sweet Success," a Women's Business Center event. Location is the center, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

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

**2018 Annual Athena Award Luncheon**, a Davis Chamber of Commerce event. Athena Award recipient is Sheryl Cox of America First Credit Union. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Details

are at davischamberofcommerce.com.

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

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker is from Infinity Tax Solutions. Location is The Union, 7178 S. 900 E., Midvale. Details are at murraychamber.org.

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

"**Multiplying Lasting Profitable Relationships**," a West Jordan Chamber of Commerce event. Workshop leader Clay Neves of Personal Sales Dynamics will discuss how to turn networking into sales. 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.

### Feb. 15, 5-7 p.m.

**Business After Hours**, a Salt

Lake Chamber event. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$7 for early-bird registration, \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

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

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker Jessica Christensen, Miss Murray 2018, will discuss "Teen Suicide." Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

### Feb. 20, 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.

## INDUSTRIAL

from page 5

area include a new cold storage facility for Martin Milk Service and a new facility for Barney Trucking. Current vacancy rates in Washington County for all types of industrial buildings remain low.

The industrial sector in Utah will continue to be a vital part of the economic output of the state. Salt Lake County will always play an important role with the intersection of major transportation corridors. However, the industrial growth of the other coun-

ties in the state is vitally important in supporting local economies and job growth. Growth in counties out of Salt Lake County will also help lessen commuting traffic on the increasingly congested I-15 corridor. Utah's industrial markets benefit from the steady hand of our financially responsible state government, which knows how to balance a budget, and from Utah's entrepreneurial spirit. Utah's industrial market will continue to be a beacon for what is right with our economy.

Don Enlow is vice president/industrial and Marcy Pitman is an industrial specialist at CBC Advisors in Salt Lake City.

## GRAHAM

from page 11

have our own ideas and because they're ours, it's inevitable we become overly invested in them. They're our "children" and should anyone dare to disagree or fail to warm up to them, we almost instinctively get our back up and get ready for a battle. And that's when we get off track. Instead of solving problems, we persist in pursuing ill-conceived solutions — and make stupid and unnecessary mistakes.

This is why thinking it through is so critical. In his book *How to Think*, Alan Jacobs says thinking is "not the decision itself but what goes into the decision, the consideration, the assessment. It's testing your own responses and weighing the available evidence."

Then Jacobs adds, "It's grasping, as best you can and with all available and relevant senses, what is, and it's also speculating, as carefully and responsibly as you can, about what might be."

*Point: In other words, thinking something through means considering the consequences.*

**5. Make it personal.** Sales spiels, elevator speeches, presentations and other messaging often cause unexpected problems. Even though their objective is to help us perform more effectively, they can do just the opposite.

For example, even the most carefully prepared and "polished" presentations can fall short of their goals. While we may think we "aced it," those listening may think differently. It even happens with presenters on the premier storytelling venue, *The Moth*. Some are more gripping than others.

Here's the problem: By putting so much energy into getting the words, tone, gestures and everything else right, we get all wrapped up with what we want to get across. When this happens, we unintentionally build a barrier that separates us from our listeners, readers or customers.

In his book *To Sell is Human*, Daniel H. Pink tells what an Israeli radiologist did to over-

# 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.

come the impersonal nature of his job. He imagined that every scan he looked at was that of his father. "You can borrow from this insight with this simple technique for moving others," writes Pink. "In every encounter, imagine that the person you're dealing with is your grandmother." He calls it the ultimate way to make sure you're making it personal.

*Point: Unless we make it personal, it can end up as a stupid mistake.*

All of us make enough mistakes without carrying the extra burden of downright stupid ones that get us in unnecessary trouble. We're far better off if we know the triggers so we can avoid making stupid mistakes.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of "Magnet Marketing," and publishes a free monthly eBulletin, "No Nonsense Marketing & Sales Ideas." Contact him at johnrgraham.com.

## CPI

from page 1

increased 0.4 percent in December as laundry and dry cleaning prices increased slightly.

Price increases were largely offset by price decreases in the following sectors:

- Medical care prices decreased 1.3 percent as prices for prescription drugs decreased slightly in December.

- Recreation prices decreased 0.8 percent as the prices for many veterinary services decreased slightly in December.

"Although elevated year-over-year inflation rates statewide may cause concern among some consumers, statewide price stability in recent months suggests that prices are beginning to stabilize after a year of strong economic growth," said Randy Shumway, chairman and partner at Cicero Group, a Salt Lake City market research firm that does data collection and analysis for the CPI.

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## SUMMIT from page 1

the institute, said Utah is at full employment, with an unemployment rate hovering at about 3.1 percent. "Moving into 2018, we're in a very tight labor market," she told the audience. "You all are competing for labor."

The state not only faces the challenge of having enough workers but also having enough skilled workers, she said. Among people of prime working age, 43.3 percent of people coming to Utah have a bachelor's degree or higher, compared with 47.8 percent of those leaving.

"We're just wondering if perhaps this issue of exporting education will be a headwind for us to be thinking about," Tennert said.

Carrie Mayne, chief economist at the Utah Department of Workforce Services, said the state needs in-migration because efforts to improve education take a long time to come to fruition.

Mayne also predicted that Utah will see lower job growth in 2018 than the 3.1 percent rate seen in 2017.

"We expected to see more of a labor shortage affect us in 2017, and while we did see some of that in some industries, it did not hit us across the board," Mayne said. "2018, it will likely hit us across the board, and it will pull our job growth rate down."

Poor air quality was an oft-

cited example of a Utah economic challenge. Tennert said that statistics show that during the past decade, Utah's air quality has improved, but the state has three times more unhealthy air quality days than the national average.

Economic development officials looking to lure "the next Adobe relocation" into Utah understand air quality can be an obstacle, she said.

"This becomes an economic issue as companies looking to locate to our state or expand in our state are thinking about their labor force and whether or not people want to be here," she said. "So, this is one more thing that our economic developers need to deal with. ... This air quality thing has got to pop as a potential issue that could potentially leave an incredible company outside of the state of Utah."

Robert Spendlove, economic and public policy officer at Zions Bank, said Utah's air pollution has lessened during the past 20 years despite its population growing by a million people.

"It's better than it used to be; however, that doesn't change the fact that we still have a week in December where you can't see across the street," he said.

"As policymakers and lawmakers, we need to be doing more about educating people about the true causes. Most people think it's all Kennecott and the refineries. Who's causing the problem? It's everyone in this room. It's everyone driving their cars, it's

everyone burning fuels in their homes, having logs in their fireplace. We've all got to be looking at ourselves and saying, 'What can we do to be doing a better job at controlling air pollution?'"

Gov. Gary Herbert said Utah's air is as bad as anyplace in the United States on its bad days, but Utah has fewer bad days than many other places and its pollution figures are improving.

"That being said, it does impact our health," Herbert said. "It doesn't only impact health, but it does impact our businesses, it impacts tourism, it impacts people who want to come here to set up a business."

A couple of speakers, including Herbert, said significant improvement could be just a few years away with the advancement of Tier 3 fuel and vehicles. Tier 3 usage is projected to cut 80 percent of vehicle emissions, the top pollution culprit in Utah.

Among other challenges to Utah's economy cited during the summit is "the fact that we are late in the business cycle," Tennert said, pointing to the 102-month-long post-recession expansion.

While there is "no better economy in the nation" and Utah could benefit some from recently passed federal tax reform, "the fact of the matter is that we are probably closing in on the end of this long, long economic expansion," she said.

Herbert boasted that Utah has "the greatest, most-diverse economy in the U.S. today" and

has seen more per capita job growth than any other state in recent years. He said the achievements have been not the result of luck but instead by design.

"We've understood that if we're going to have a miracle, it's going to be hard work that's behind it," the governor said.

"We can rest on our laurels, or, as we climb the summit, we can review, reflect and kind of appreciate, I guess, where we've come from and enjoy the view. But we've got to look forward and say, 'There's more on the horizon, there's more for us to accomplish, there are more challenges ahead of us,'" Herbert said.

The summit also featured a panel of legislators discussing policy issues, a keynote speech by former Massachusetts Gov.

Mitt Romney — expected to run for U.S. Senate — and the unveiling of the Salt Lake Chamber's top 10 legislative priorities for the 2018 general session. The priorities include modernizing Utah's tax code, meeting Utah's talent needs by investing in education, continuing investments in transportation, tackling housing affordability, and reducing pollution emissions by 40 percent by 2050.

The chamber also released "Utah's Next Economic Blueprint," a publication that is designed to be a framework for Utah's continued economic success. The publication outlines 20 top objectives and 54 key milestones.

Details about the chamber's public policy efforts are at [slchamber.com/policy](http://slchamber.com/policy).

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