

OF NOTE



Year ends with a thud

In 2017, the U.S. auto industry likely suffered its first annual sales decline since the financial crisis ended eight years ago. GM, Ford and Fiat Chrysler all reported December sales declines last week, assuring a 2017 dropoff. And analysts expect 2018 to be more of the same, with sales projected to drop below 17 million units for the first time since 2014.

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Traders intently watch the "Big Board" during a recent session at the New York Stock Exchange. John Tousley, global head of U.S. market strategy for Goldman Sachs' Strategic Advisory Solutions, told a Salt Lake City audience last week that stockholders should not worry about the likelihood of a recession anytime soon and that 2018 should feature solid but moderating returns.

Make hay while economic sun shines, Goldman exec advises

Brice Wallace
The Enterprise

John Tousley has some advice for stockholders who believe a recession will happen sometime in the next two years.

"You do nothing."

Speaking at a Salt Lake City Rotary Club luncheon last week, the Goldman Sachs executive said that while an economic model pegs the risk of a recession at 33 percent — it was 19 percent a year ago — historic data indicates that stock market

returns two years before a recession hits is about 21 percent. That's the same level as last year's S&P 500 returns.

"Now, I'm not here to say we're at that two-year point," said Tousley, global head of U.S. market strategy for Goldman Sachs' Strategic Advisory Solutions. "But the point is, [in] the later innings of an economic cycle, the sun is shining, you make hay as an investor."

He predicts 2018 to result in "reason-

see TOUSLEY page 5

Market home prices just 'keep on keepin' on'

Home prices in the Salt Lake City market just keep going up — increasing nearly 10 percent in the past year. The average sales price is up 9.9 percent since November 2016, according to data released last week by CoreLogic, a California-based property information and analytics firm.

On a month-over-month basis, Salt Lake home prices rose 0.6 percent from October to November, as reported in the CoreLogic Home Price Index. All prices included in the CoreLogic report include distressed sales such as foreclosures and short sales.

On a national basis, home prices are also up both year over year and month over month. Home prices nationally increased year over year by 7 percent since November 2016. On a month-over-month basis, home prices increased by 1 percent from October to November, according to the CoreLogic HPI.

Looking ahead, the CoreLogic HPI Forecast predicts that home prices will increase by 4.2 percent on a year-over-year basis from November 2017 to November 2018, and on a month-over-month basis home prices are expected to decrease by 0.4 percent from November 2017 to December 2017, once data is available.

"Rising home prices are good news for home sellers, but add to the challenges that home buyers face," said Frank Nothhaft, chief economist for CoreLogic. "Growing numbers of first-time buyers find limited for-sale inventory for lower-priced homes, leading to both higher rates of price growth for 'starter' homes and further erosion of affordability."

Tax reform spurs raises and bonuses at Zions Bank

John Rogers
The Enterprise

Tax reform passed by Congress last month in Washington is already having an impact locally. Zions Bancorporation has announced that as a result of the Tax Cuts and Jobs Act of 2017, it will increase ongoing compensation for more than 40 percent of its employees and reward 80 percent of its employees with \$1,000 bonuses during 2018.

According to Rob Brough, executive vice president of marketing and communications, the Zions bonus program will cost

the bank in the neighborhood of \$8 million. That number comes from "giving 80 percent of our 10,000 employees \$1,000 each," he said.

Brough said that the bonuses would be paid toward the end of 2018, would be predicated on income level and given to employees currently on the job who are still with the bank at the end of the year. "No executives will receive bonuses," he added. Zions executives, most of whom are corporate shareholders, will benefit "in the long run" from the anticipated increased value of bank stock, Brough said. Employee raises will go into effect immediately.

Zions joins other major corporations

that have recently announced bonus and salary hike programs resulting from the passage of the tax reform legislation. Earlier announcements came from companies such as Wells Fargo Bank, U.S. Bank, AT&T and Comcast. Other companies have announced major investment in manufacturing infrastructure. Boeing, for example will put \$300 million into upgrading its facilities.

While declining to state whether the bank politically supports the Trump administration and the actions of Congress,

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Funding set for new cancer treatment

Huntsman Cancer Institute to install new proton therapy center with money from its foundation and the University of Utah

A new cancer treatment technology is one step closer to arriving in Salt Lake City. The Huntsman Cancer Institute (HCI) at the University of Utah (UofU) has announced a plan to add a proton therapy center to its cancer hospital. Huntsman Cancer Foundation, HCI and the UofU have agreed to dedicate the required funding to the project, HCI said in a release. The plan will now move forward to the next steps of design and vendor selection, HCI said.

Proton therapy is a type of radiation therapy — a cancer treatment that delivers beams of radiation to shrink a tumor. Proton treatment has been found to be an effective radiation therapy option for numerous types of cancers that include childhood cancers and adult cancers such as head and neck tumors, brain tumors, prostate cancer, lymphomas, pancreas cancer and esophageal cancer. Proton therapy is often the favored course of treatment when a tumor is close to an important vital structure like the spinal cord or brain stem.

HCI will use Intensity Modulated Proton Therapy (IMPT) technology for its center. IMPT delivers precise, pencil-thin beams of protons to a tumor, providing an advantage over earlier scattered-beam therapy that is in place in other proton therapy centers. This helps to ensure the maximum dose of radiation to the tumor, while minimizing the damage to surrounding healthy tissues. As a result, patients suffer from fewer side effects from their radiation.

“An intensity modulated proton therapy center

in Utah adds a critical new tool to our array of outstanding radiation therapy technology and research here at HCI,” said Dr. Dennis Shrieve, professor and chair of radiation oncology at the UofU and investigator at HCI. “This new technology will allow patients who will most benefit from proton therapy to avoid disruptive travel far from home. Further, HCI will be able to contribute to research in most effective uses of intensity modulated proton therapy technology in the treatment of cancer.”

The nearest proton centers to Salt Lake City are currently located in southern Arizona and central California. Patients who are given proton therapy may need to plan for a treatment course that occurs five days a week and spans four to eight weeks. HCI estimates it refers more than 40 patients per year to centers out of state.

“Bringing proton therapy to Utah is completely in keeping with the vision we had when we founded HCI over two decades ago,” said Jon M. Huntsman, founder and principal benefactor of HCI. “I remain absolutely com-

mitted to ensure that our patients have access the very best equipment and expertise to fight their cancer. Proton therapy is yet another tool we will bring to our patients to give them the best possible outcomes against this dreadful disease.”

“Approximately half of all cancer patients receive some type of radiation therapy as a part of their treatment,” said Dr. John Sweetenham, senior director of clinical affairs at HCI and professor of medicine at the UofU. “We have observed research in the effectiveness of proton therapy over the past several years. After extensive analysis, we determined it was an important investment to make to bring this technology to our patients here in the Mountain West.”

HCI leaders anticipate they will initiate a public bidding process to identify an appropriate equipment supplier in the coming weeks. Final project specifications will be subject to approval by institutional and state bodies. The proposed location for the new center will be on the south end of the cancer hospital at HCI. It is projected to serve approximately 200 patients a year and is projected to be operational in fall 2020.

Four Foods purchases St. George-based Swig

Four Foods Group (FFG) of American Fork has acquired Swig, the St. George-based specialty soda and food shop. The all-cash purchase price was not disclosed and the deal closed on Dec. 1.

Founded in 2010, Swig originated the “dirty” (flavored) drinks concept, which has shown to be a fast-growing segment of the food and beverage industry.

Early in 2017, FFG announced it had acquired The Soda Shop, an early-stage participant in the specialty soda market. The Soda Shop, with two Arizona locations, will be merged with the Swig brand over the next year, FFG said in a statement. Nicole Tanner, Swig CEO and founder, will remain with the company as executive vice president of customer service. The Soda Shop founders Chase Wardrop and Dylan Roeder will also remain with the company as executive vice president of operations and marketing and executive vice president of IT, respectively.

“We are thrilled to welcome Nicole and the Swig team into the Four Foods Group family. Together, we expect to take the specialty soda market by storm,” said Four Foods Group CEO Andrew Smith. “Within 18 months, we intend to add locations in Utah, Idaho, Nevada, Arizona and throughout the Midwest. Shaina and I look forward to working with Nicole, Chase and Dylan to expand this pioneer and define the soda segment for years to come.”

“I am excited for the Swig team and for our customers,” said Tanner. “I never imagined we would grow this company to the size it is today and catch the attention of a company like FFG. Their proven management systems and structure will support the growth we see ahead. The Swig story has been inspiring, but the best days are still to come.”

Four Foods Group now has 131 total restaurants under management and is growing two to three new units a month across its portfolio of brands. The company is expected to generate more than \$167 million in revenue in 2018.

1-800 Contacts expands with acquisition of Liingo Eyewear

Draper-based 1-800 Contacts has acquired online eyewear retailer Liingo Eyewear. The deal was closed in October, according to a release from Liingo, also headquartered in Draper. Peak Ventures was the major equity holder in Liingo.

“The passionate team and highly customer-centric business model at Liingo are a natural fit for 1-800 Contacts,” said John

Graham, president of 1-800 Contacts. “We look forward to expanding our product offering to include prescription glasses as we continue working to make purchasing eyewear simple and affordable.”

“We are very grateful to Peak Ventures for partnering with us as we launched Liingo Eyewear,” said Douglas Harris, CEO and co-founder of Liingo. “They were

amazing partners, and we couldn’t think of a better business to be a part of than 1-800 Contacts as we drive our mission to enable people to express themselves through eyewear.”

The Liingo business model allows customers a free in-home trial of prescription lenses for up to 10 days.

1-800 Contacts Inc. is the largest retailer of contact lenses in

the United States and has served more than 8 million customers, stocks more than 15 million contact lenses and delivers more than 200,000 contact lenses daily directly to customers through its website.

Peak Ventures is a seed-stage venture fund located in Lehi heavily focused on technology innovation, particularly in real estate and education technology.



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SLC Dept. of Economic Development proves success since mid-2016

Mayor's office releases statistics that tout department's role in developing projects worth 6,214 jobs and \$482 million in capital investment in past 18 months

Brice Wallace
The Enterprise

Before mid-2016, Salt Lake City had no economic development department. Since then, its new department has worked on projects resulting in 6,214 jobs and \$482.9 million in capital investment.

Those figures released recently by the mayor's office and the Department of Economic Development focus on 15 projects in

which the department played a major role since its formation in mid-2016. The project statistics are based on information from the Economic Development Corporation of Utah (EDCUtah).

"When we created this new department, our goal was to ensure the capital city was leading the way to help keep Utah a top destination to do business, while also providing quality jobs for all people," said Mayor Jackie Biskupski. "These projects were strategically selected to match

the assets Salt Lake City brings to the table, and to fit within our city's long-term goals, including sustainability and upward mobility."

The report also places the average compensation for the 6,214 jobs at \$66,096, with a range between approximately \$42,000 and \$105,000.

"As the 'Crossroads of the West,' home to world-class research universities, and with a well-educated workforce, Salt Lake City has incredible opportunities for economic growth," said Lara Fritts, the department's director. "Over the last 18 months, we have worked with EDCUtah and GOED (Governor's Office of Economic Development) as part of a 'Team Utah' approach to ensure we are fully capitalizing on the city's potential, including

the Northwest Quadrant, our arts scene, and the construction of a new airport."

The Northwest Quadrant will be the site of an Amazon Inc. fulfillment center. Amazon announced the \$250 million project last summer and indicated it eventually could have about 1,500 workers.

According to the report, the economic development department played a key role in landing projects in various industries:

- Outdoor recreation: 75 jobs and \$17 million-plus in sales, with companies including Assos North America, Big Agnes, Cotoxaxi and Rotor Bike Components.
- Retail: 3,000 jobs and \$118 million in capital investment, including Amazon.
- Science and medical: 795

jobs and \$73.5 million in capital investment, including Biomerics and Stryker.

• Finance and consulting: 55 jobs and \$10 million in capital investment, including Cicero and Fifth Partners.

• Shipping and supply: 2,014 jobs and \$224 million in capital investment, including UPS, Packsize and Regional Supply.

• Food and beverage: 205 jobs and \$57 million in capital investment, including White Wave and Post Consumer Brands.

• Transportation: 70 jobs and more than \$10 million in sales, including Eastern Penn Manufacturing Co.

"What we can see is that our efforts are creating what I like to call jobs for all people," Biskupski said. "These are jobs for individuals with varying levels of skill, with companies that also offer career advancement, education opportunities, and various benefits for employees."

Olsen to replace Henderson at helm of United Games

United Games of American Fork has named Sonny Olsen as its CEO and a member of its board of directors. He replaces Jeff Henderson, the company's founder, who has stepped down but will continue to serve on the company's board.

United Games developed FireFan, a live interactive, second-screen sports app, which launched on Thanksgiving Day 2016. FireFan is a non-gambling game that has had over half a million downloads with over half a million games played monthly and is available free on both the Apple App Store and Google Play Store.

"After a thorough and thoughtful search process, we are thrilled to have Sonny join us," said Henderson. "He brings a stellar leadership reputation, a wealth of tech industry experience and a passion for taking companies to the next level. We are absolutely confident that Sonny is the right leader for United Games as we head into an era of unprecedented growth and expand internationally in 2018. We are very excited to welcome Sonny as our CEO as we embark on our next chapter with renewed focus, and an incredible team of loyal and creative employees."

Olsen has extensive experience leading, innovating and scaling companies, including having guided a number of tech companies through transformation periods. Olsen has served as the CEO and chief operating officer of JMM Holdings and was also an incorporator and board member of the Miner Foundation, the philanthropic arm of Jus-

tine Miner (daughter of Oracle founder Robert Miner), based in San Francisco. Olsen was a co-founder for Heideman, McKay, Heugly & Olsen, a regional law firm in Provo, where he specialized in corporate governance, commercial litigation and partnership development. Olsen also served on the 2002 Salt Lake Olympic Organizing Committee.

"I cannot imagine a more im-

portant and exciting time to join United Games," said Olsen. "With a diverse and highly engaged audience, a best-in-class game in FireFan, and an extremely passionate and talented group of people, United Games is well-positioned to capture an even greater market opportunity. United Games is also debt-free, which is remarkable for a company at this stage providing increased opportunities for investment and growth. In 2018, we're

going to be announcing additional features to our FireFan platform which will be more social in nature."

Olsen holds a Juris Doctor degree from the University of Iowa College of Law, pursued graduate studies at the David Eccles School of Business at the University of Utah and received a B.S. degree in hospital administration from Weber State University.



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Change in the new tax law nobody is talking about: No more free parking

Tax Cuts and Jobs Act eliminated deductibility for employers that provide transit and parking benefits for employees who commute

New tax laws are always full of surprises. Take the recent Tax Cuts and Jobs Act of 2017, the tax law recently passed by Congress and signed by Pres. Trump. Although the lower marginal rates for businesses and arguments about whether the middle class will benefit from the act have dominated the news, the act's treatment of employer deductions for parking expenses is certainly a surprise for a Republican-authored bill.

Effective Jan. 1, the act eliminated the tax deduction benefit that has long been available to employers that subsidize their employees' transit and parking expenses. For years employers could provide or pay for parking or transit passes (worth up to \$255 a month to employees in 2017) as a tax-free benefit to help pay for their employees' commuting expenses and then deduct those costs from their business taxable income.

Apparently due to a belief that the new, lower business income tax rate justified eliminating other deductions, Congress removed several business income tax breaks as being no longer necessary. One of those tax breaks was the employee transit/parking benefit. Under the new law, employers can still provide parking or transit passes to employees, but the employer will no longer get to deduct the costs of that benefit.

Any arrangement where the employer

pays for employee parking, no matter how structured, will mean a non-deductible expense for the employer. Parking is employer-provided if:

- It is on property that the employer either owns or leases,
- The employer pays someone else

(such as their landlord or a parking lot/garage owner) for the parking, or

- The employer reimburses the employee for parking expenses.

Consider a good-sized employer, who typically leases a large parcel of land and a building. The

employer does not charge its customers for parking, but the employer also allows employees to park in a designated area of the "free" parking, also at no charge. Under the new "no deduction" rules, the IRS could argue that if employees are parking on an employer-provided space, then a portion of the rent for the land paid by the employer must be non-deductible, based on the proportionate "free" parking area used by the employees. This change will affect every business that has employees come to the business premises to work, no matter what the current arrangement. For example, a downtown business that leases spaces in a neighboring parking garage for its employees, either as part of its office lease or a separate lease, will now find that under the act, the cost of that lease is now non-deductible.

Employers who wish to avoid the loss of the tax deduction or the after-tax imposition of the parking cost on their employees will need to create a method to continue providing tax-deductible parking to employees. The only solution to this problem that we see (pending any Congress-approved technical correction to the act or enactment of a transition period) is the establishment of a "Qualified Transportation Compensation Reduction Plan." Here's how the plan would work:

First, employees would be required to pay for their own parking. The employer would then increase each employee's compensation by the cost of the periodic parking charge. The employee would then elect to participate in the employer's Qualified Transportation Compensation Reduction Plan. Under the Plan the employer deducts from the employee's paycheck the periodic parking cost and forwards that amount to the parking lot/garage owner on behalf of the employee. Since the employer gets a deduction for wages paid to its employee, its expenses are fully deductible. The employee does not recognize any additional income because the employee has elected to have the increased wages deducted pre-tax and applied toward the employee's periodic parking expense, as allowed by current law.

However, what was once a simple arrangement between employers, their landlords or parking lot/garage owners and their employees just got very complex. Parking lot/garage owners will now have to have individual parking contracts with each employee, even though payment may come in the form of a single check from the employee's employer, who has collected the pre-tax deductions from employee

paychecks. Clearly, the parking cost must be separately paid from the employer's other property lease charges. Although this arrangement might eventually be worked out between employers and their landlords and parking lot/garage owners, it certainly won't happen right away, even though the law became effective on Jan. 1. For a large employer with hundreds or thousands of employees, it may require a careful cost-benefit analysis. How the arrangement will work for a large employer that has employees parking in a common lot with customers is unclear.

Note also that this deduction denial is not limited only to taxable employers. It also applies to tax-exempt employers. The value of the parking space/transit pass paid by the tax-exempt employer for its employees becomes unrelated business taxable income, subject to taxation at 21 percent (matching the business income tax rate). For tax-exempt organizations, the new law change creates the worst possible outcome — the organization pays for the employees' parking cost, then has to pay income tax (at 21 percent) on the amount it paid for the employee parking.

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Brough said the bank believes the new tax law will benefit the majority of its small-business depositors, which represent a large percentage of the bank's customers. "Our average small-business loan is about \$200,000 and these are the businesses that will benefit" from the tax reform bill, Brough said.

Zions Bancorporation said it is in the process of assessing the financial impact of the tax law changes and intends to disclose such impact on or before the date that the company reports its earnings results for the fourth quarter of 2017 on Jan. 22, according to a press release.

Zions also said it intends to contribute \$12 million to the Zions Bancorporation Foundation, which is expected to benefit local communities in which Zions does business. In 2017, foundation beneficiaries included the United Way, youth programs, food pantries, homeless shelters, affordable housing projects and educational programs. Zions ex-

pects to incur an increase in non-interest expense in the fourth quarter of 2017 of approximately \$12 million as a result of the contribution to the foundation, while compensation adjustments are expected to be incorporated into 2018 expenses.

Zions Bancorporation is one of the nation's premier financial services companies, with total assets in excess of \$65 billion. Zions operates under local management teams and different brands in 11 western states: Arizona, California, Colorado, Idaho, Nevada, New Mexico, Oregon, Texas, Utah, Washington and Wyoming. The company is one of the nation's top banks for Small Business Administration lending and public finance advisory services. Zions is included in the S&P 500 and NASDAQ Financial 100 indices.

Brough said that when Zions' executives realized that the corporation would benefit from the changes in the tax laws, "we wanted to take care of our employees." The new year looks bright for the bulk of those 10,000 people.

Peak Capital tabs Manning as new CEO

Peak Capital Partners LLC, a privately owned real estate investment firm based in Provo, has announced the appointment of Chris Manning as chief executive officer.

Manning joined Peak in 2014 and has experience in real estate investment, asset management, strategy and operations. Most recently, he served as managing director of acquisitions for the firm.

"It's been a pleasure working alongside Chris the past few years and I look forward to continuing to grow Peak together," said Peak co-founder, chairman and chief investment officer Jeff Danley. "Chris is a perfect fit for driving the firm's unique culture of excel-

lence and collaboration."

Manning will oversee all functional areas of both Peak Capital Partners and Peak Living, a national property management company that operates Peak's apartment communities across the country. His focus will be on delivering strong, stable returns to investors, fulfilling careers to Peak associates and high-quality living experiences to property residents, Danley said.

"We are thrilled to announce the appointment of Chris as our new chief executive officer," said co-founder Jamie Dunn. "His leadership talents and relevant experience will combine to steadily and

positively lead Peak to the next level of growth, with a focus on our employees, investors, and communities."

The firm's founders — Jeff Burningham, Danley and Dunn — will remain active in the business and will be on the firm's Investment Committee.

Prior to joining Peak, Manning was a senior vice president at Amstar and president of Travaasa Experiential Resorts, Amstar's destination hospitality subsidiary, where he was responsible for Travaasa's day-to-day activities and management of all property operations, personnel and financial performance.

TOUSLEY

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ably solid returns" for stockholders and that they should avoid making major moves in their portfolios. "The data right now would say it's too early to de-risk," he said.

Tousley, however, cautioned that stockholders need to be realistic, predicting that those returns could "moderate."

"What we know from history is that 99 percent of the time, when a stock market has been valued similarly to what it is today, your returns will be single digits or below. I can't tell you what the end of this year is going to exactly look like or the next couple of years, but I can tell you with a high degree of statistical confidence that what we're looking at is moderating equity returns moving forward," said Tousley, who graduated in 1991 with a degree in economics from Brigham Young University.

"More risk in the market and less return — that's a normal cyclical pattern, by the way. I'm not telling you something that this market has not experienced many, many times. But the reality is, if you're thinking about longer-term investments, you should expect equities to return less than what they've been generating for you the last three to five years."

As he did during remarks to the Rotary Club a year ago, Tousley instructed the audience to ignore comments tying the end of the post-recession expansion to its age. The current expansion has reached 105 months — it's the second-oldest and second-largest in accumulated returns — while most recent expansions lasted an average of 72 months.

"Often people will say, 'Well, we must be in the 13th or the 14th inning of a game. The

end is near.' And that is just not good economic theory. The reality is age of expansion and recession have virtually no relationship. At the end of the day, most economic expansions don't die of old age: they're murdered by the Fed."

Tousley later clarified to say that the Federal Reserve's countercyclical approach kills not all expansions, but instead three out of four.

"We're old," he said of the current expansion, "but do not let that worry you. When you start to hear this narrative that because we're old, the end is near, there's just no math behind that."

Generally, Tousley said 2018 should be a lot like 2017 from an economic standpoint and that equities have the best potential for returns among investments generally associated with volatility.

"We believe equities continue to represent probably the best risk-adjusted return potential. That does not mean they're cheap. It does not mean that you should be backing up the truck to equities at this point. But it does mean that, relative to other risk assets, they remain our favorite," he said.

The current stock market is characterized by stability, he said. The S&P 500 last year reached all-time highs 64 times, but it grew above 1 percent during a trading day only four times and fell more than 1 percent that same number.

"2017 is the quintessential example of the turtle winning the race," Tousley said. "This was a steady, stable equity market driven by predictable fundamentals. It's a good place to be. My only fear I have is I don't think it can get any better than what we experienced in 2017. I think it will get a little harder, a little more noisy with the data."

He predicts U.S. GDP growth to rise from 2.2 percent in 2017 to 2.4 percent this year, and

inflation should be stable. Meanwhile, macroeconomic volatility is low despite uncertainty regarding policy both in the U.S. and around the world. The markets are "paying attention to the things that matter" and ignoring useless information, he said.

"The fact is the markets are saying, 'I know there's a goofy headline on every website out there, on every newspaper, but the fundamentals are much better than the headlines,'" Tousley said. "So, while there is all kinds of political uncertainty and tweets and all this new world that we live in that creates a lot of white noise, the market voted and said, 'We think the fundamentals are better than the noise.'"

Dakota Pacific acquires Cottonwood Partners

Salt Lake City-based Dakota Pacific Real Estate Partners has acquired Cottonwood Partners, a developer and manager of commercial real estate in the Intermountain West based in Cottonwood Heights. The move expands Dakota Pacific's total assets under management to \$1 billion, with a set of properties built to meet the growing need for quality commercial space in Utah, the company said in a release.

"Utah is one of the fastest-growing states in the U.S.," said Lane Critchfield, Dakota Pacific CEO. "Accordingly, it is one of the most desirable places to do business. Our investors are looking for ways to gain greater exposure to this market, so the merger made perfect sense. Cottonwood Partners brings a solid set of properties and its proven development and sales team to our growing real estate platform."

Cottonwood Partners, under the direction of owner John West, developed the Cottonwood Corporate Center in Cottonwood Heights along the I-215 beltway. The project, Critchfield said, was prescient in anticipating the need for high-quality office space in Utah.

"John West was visionary," Critchfield said. "That land in Cottonwood Heights was a gravel pit. Nobody was looking at the potential for it to become an enterprise hub. John saw that firms coming to Utah were going to be looking for options for Class A office space. He built it and they came."

The acquisition, which was consummated in late summer, brings the Cottonwood Partners team under the Dakota Pacific umbrella to continue developing current projects, Critchfield said, including the Forge at Geneva, a mixed use commercial office project currently being planned in the Utah County tech corridor.

"This was a synergistic move for all parties and takes advantage of everyone's strengths," said West. "Cottonwood's staff and leadership is delighted to become part of the Dakota Pacific organization and looks forward to an enhanced ability to continue developing leading projects in Utah."

In the process of the merger, West said, most Cottonwood investors rolled their equity into Dakota Pacific to preserve their investment in Cottonwood's assets and to enhance and diversify their investment portfolios through Dakota Pacific.

Dakota Pacific is a cash-flow-focused commercial real estate fund that acquires and develops commercial real estate assets throughout the United States.

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Industry Briefs

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

CONTESTS

• The **Murray Area Chamber of Commerce** is accepting nominations until Feb. 15 for awards to be presented at its “**Stars Across Murray**” Annual Gala. Awards will be presented for Chamber Champion, Community Hero, Small Business, Big Business and Community Service. Nominees do not need to be chamber members. The small and large businesses must be in the Murray/Midvale area. Nominations may be emailed to stephanie@murraychamber.net.

ENGINEERING

• **SCS Engineers** has hired **Dean Free** as a senior project manager in the Solid Waste Practice. He will serve public and private clients in Colorado, Idaho, Montana, Utah and Wyoming from the company’s Salt Lake City office. Free has more than 30 years of experience working on more than 50 landfills nationwide. He specializes in solid waste management, including landfill and solid waste feasibility studies; permitting, design and construction; landfill gas (LFG) management; LFG-to-energy; leachate management; landfill closures and final covers; and closed sites needing long-term care.



Dean Free

INTERNATIONAL

• **World Trade Center Utah** and the **Governor’s Office of Economic Development** are accepting registrations until Jan. 31 to participate in a trade mission to Mexico. The trade mission will take place April 7-14 and be led by Gov. Gary Herbert. Mexico has a population of 120 million and a GDP of about \$1.33 trillion. The trade mission cost is \$800 for each participant, which includes some meals, ground transportation and all official trade mission events and materials. Participants are responsible for booking and paying for their own flights and for booking accommodations

if they decline to stay at the trade delegation hotel (seven nights at \$1,576.04 for single or \$1,731.24 for double). Details are at wtcutah.com.



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MEDIA/MARKETING

• **Rich Love**, co-founder and creative director at **Love Communications**, has retired. Love was in the advertising industry for 37 years, with 18 of those leading Love Communications, growing it from three to more than 40 employees. He began his career as a staff writer for *The Enterprise*. He later worked in television, where he served as assistant promotion director for KTVX. He then was recruited to his father’s firm, Harris and Love Advertising, working under the tutelage of Bob Love. In 1999, Rich Love, along with his brother, Tom Love and other partner Preston Wood, founded Love Communications.



Rich Love

PHILANTHROPY

• Employees of IT firm **Asierus Carefree Technology**, Lehi, and healthcare products manufacturer **Xlear**, American Fork, recently delivered 10,000 hygienic “Santa” bags to several service agencies to be used at homeless shelters throughout Utah. The bags contained items from Xlear’s product line of Spry toothpaste, toothbrushes, mouthwash and other oral health essentials.

REAL ESTATE

• The **170 South Main Building** is undergoing major common-area renovations in

preparation for a grand reopening in the 2018 first quarter. **Cushman & Wakefield** manages and leases the building and is also one of its tenants. A new restaurant, Bagels and Greens recently opened its doors and the building soon will have a newly renovated premier fitness center, which will be available to all tenants. Cushman & Wakefield’s 16th floor has undergone a massive renovation to prepare for growth and expansion in the future.

• **PolarityTE** has leased a 178,000-square-foot facility at 1960 S. 4250 W., Salt Lake City. Terms were not disclosed. PolarityTE is developing tissue-regenerative medical procedures and technology. Jim Sheldon, senior vice president at **Newmark Grubb ACRES**, negotiated the transaction.

• **C.W. Land Co.** has appointed **Darlene Carter** as division president of **C.W. Urban**, a Utah-based design-build group. Carter has 13 years of experience in the real estate and home building arenas. She previously was chief executive officer of KW Legacy-Keller Williams Davis County Franchise, and director of sales for Oakwood Homes of Utah and Henry Walker Homes. Carter has most recently served as a revenue and operations consultant for all divisions of C.W. Land Co., the parent company to C.W. Urban.



Darlene Carter

She has served as a licensed real estate agent and broker since 2005. She graduated from Utah State University with a bachelor of arts in journalism and communications.

RECOGNITIONS

• **Buyer Enablement**, produced by **Consensus**, a Sandy-based enterprise software-as-a-service startup, has been recognized as one of the **Top Marketing Tools of 2017** by **Smart Selling Tools**. The Buyer Enablement technology helps marketing and sales teams discover and engage each stakeholder through an interactive, automated demo earlier than ever before. As they engage, Consensus delivers buying group data back to the sales team so they can more effectively drive agreement.

TECHNOLOGY/LIFE SCIENCES

• **Pluralsight**, an enterprise technology learning platform company, has appointed two members to its board of directors: **Scott Dorsey** and **Karenann Terrell**. The company also announced that current board member **Gary Crittenden** was named the board’s lead independent director. Dorsey is a managing partner at High Alpha, an organization that conceives,



Scott Dorsey



Karenann Terrell

launches and scales enterprise cloud companies. He previously was chief executive officer and co-founder of ExactTarget. Terrell serves as the chief digital and technology officer at GSK, a science-led global healthcare company. Before starting at GSK, Terrell was Walmart’s chief information officer. Crittenden has been a board member since June 2016. He will also serve as the chair of the Nomination and Governance Committee.

• **Solutionreach**, a Lehi-based patient relationship management solutions company, has hired **Brett Jarvis** as senior vice president of customer success. Jarvis has 15 years of experience, most recently serving as global head of customer success at LinkedIn. He also held customer success executive positions at Salesforce.com and Oracle.

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Calendar

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

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

ACG (Association for Corporate Growth) Utah Breakfast Meeting. Speaker is Case Lawrence, founder and chief executive officer of CircusTrix. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at www.acg.org/utah/events.

Jan. 10, 8-9:30 a.m.

2018 Legislative Priorities Breakfast, a Utah Valley Chamber event. Location is Utah Valley University's Culinary Arts Institute, 661 E. Timpanogos Parkway, Building L, Orem. Details are at thechamber.org.

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. 10, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a Sandy Area Chamber of Commerce event. Location is the Park City Culinary Institute's Salt Lake City Campus, 1484 State St., South Salt Lake. Cost is \$20 for members, \$25 for nonmembers. Details are at sandychamber.com.

Jan. 10, 3-5 p.m.

"Business Graffiti: Create Your Visual Road Map," a Salt Lake Chamber "Business Essentials" event featuring a discussion about the Lean Model Canvas and Business Model Canvas and how they are being used in lean business startups. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$25. Details are at slchamber.com.

Jan. 10, 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. 10, 5-7 p.m.

Southern Utah Reception, presented by the Economic Development Corp. of Utah, World Trade Center Utah and the Salt Lake Chamber. Event will include networking and brief presentations about efforts to support economic growth in Southern

Utah. Location is Entrada at Snow Canyon, Country Club, 2537 Entrada Trail, St. George. Free. Details are at wcutah.com.

Jan. 10, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Kubex Fitness, 1186 E. 4600 S., Ogden. Free for chamber members. Details are at ogdenweberchamber.com.

Jan. 11, 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>.

Jan. 11, 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>.

Jan. 11, 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 setting up goals, how to measure them and stay on track. Location is Sandy Library, 10100 S. Petunia Way, Sandy. Free. Details are at sandychamber.com.

Jan. 12, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Ginette Bott, chief executive officer of the Utah Food Bank. 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. 12, 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.

Jan. 12, 8-9:30 a.m.

"Dale Carnegie: Setting the Appointment," a Salt Lake Chamber event focusing on learning and practicing a conversation-flow technique. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

Jan. 12, 8:30-10 a.m.

2018 Legislative Preview,

a Sandy Area Chamber of Commerce event featuring an update and insights on what is to come for the 2018 session and the opportunity to ask state legislators about key issues. Location is Alta View Hospital, Oquirrh Mountain Classroom, 9660 S. 1300 E., Sandy. Free. Details are at sandychamber.com.

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 keynote presentation by former Massachusetts Gov. Mitt Romney, 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 \$85. Details are at slchamber.com.

Jan. 16, 9 a.m.-5 p.m.

Silicon Safety Symposium, presented by the Utah Coalition Against Sexual Assault featuring strategies to combat the rise of online misogyny, harassment and violence by using prevention strategies and proven intervention, and a discussion about how technology impacts the lives of survivors of sexual assault and harassment. Location is the University of Utah Student Union Building, Saltair Room, 200 Central Campus Drive, Salt Lake City. Free. Details are at <http://www.ucasa.org/silicon>.

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. 17, noon-1 p.m.

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

Jan. 17, 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.

Jan. 17, 5:30-6:30 p.m.

QuickBooks 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>.

Jan. 17, 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. Details are at <https://utahsbdc.org/trainings>.

Jan. 18-19

Silicon Slopes Tech Summit 2018, featuring keynote presentations, breakout sessions on five tracks (creators, marketing, product and development, leadership, and blockchain) and more. Speakers include Shantanu Narayen, chief executive officer of Adobe; Sukhinder Singh Cassidy, theBoardlist founder and chairman; Caryn Marooney, Facebook vice president of global communications; Liz Wiseman, the Wiseman Group president and best-selling author; Joel Spolsky, Stack Overflow chief executive officer and co-founder; and Kim Scott, best-selling author of *Radical Candor*. Location is the Salt Palace, 100 S. West Temple, Salt Lake City. Cost is \$95 for an all-access pass. Details are at siliconslopesummit.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. 18, 9-11 a.m.

"Doing Business in Mexico" Seminar, a World Trade Center Utah event in partnership with the Consulado de Mexico featuring a market overview that will discuss business opportunities in Mexico, followed by a panel that

will feature experts who can share their experiences about entering or expanding into Mexican markets. Event will also feature information about a trade mission to Mexico led by Gov. Gary Herbert in April. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free. Details are at wcutah.com.

Jan. 18, 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.

Jan. 18, 5:30-6:30 p.m.

Business Boot Camp, a Cottonwood Heights event with the theme "Effective Networking." Business relationship professional Clay Neves will discuss how to create instant rapport and trust, and build referral partnerships or explore new client opportunities. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Free. RSVPs can be completed by emailing pkinder@ch.utah.gov.

Jan. 18, 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. 19, 8-9:30 a.m.

Diplomatic Breakfast, presented by World Trade Center Utah and the Center for New American Security, in partnership with the Governor's Office of Economic Development and the Salt Lake Chamber. Theme is "The Future of Transatlantic Trade: Views from Europe: Denmark, U.K. and Greece." Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Cost is \$22. Registration can be completed at Eventbrite.com.

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

Wasatch Choice 2050 and Mayor's Metro Solutions, presented by Salt Lake County



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Marketing and sales: Five ways to make 2018 your best year yet

1. Try something new. In their “Habits Across the Lifespan” study, Duke University researchers found that nearly half of human behaviors are habit-based, regardless of age. For example, we not only have favorite restaurants, but we tend to choose the same menu items over and over again.

It’s the same in business. After receiving a promotion, her boss asked her to serve on the selection team for her replacement, but cautioned her not to look for someone just like her.

If half of our thought processes are habitual, it takes conscious effort to try new things, whether it’s a different color of clothing, how we feel about owning a self-driving vehicle, or selecting someone to succeed us at work.

As it turns out, your smartphone can have a similar problem. When it doesn’t operate properly, it may need to change its “thinking.” Pressing the reset button gets it back to the way it was when new. We all accumulate habits that interfere with our performance. When that happens, it’s time for a “mental reset.”

2. Take advantage of “fresh starts” in making sales. Birthdays, anniversaries, a new baby, graduations and starting a new job are well-known “buying occasions.” But current research points to many more times when we’re inclined to “turn the page” and make new commitments.

In one study, researchers found that college students were more likely to visit the fitness center at the start of a new week, a new semester or just after a birthday. These are called “fresh start events.” Receiving a bonus, getting a promotion, coming back from vacation, attending a workshop, among others, can make us more open to going in a new direction.

Armed with this insight, marketers and salespeople can take advantage of “fresh starts.” A life insurance agent finds that a prospect has an upcoming birthday and suggests that it this might be a good time to meet.

In other words, it’s not when you and I want to make the sale, it’s when the customer is ready. Figuring that out is the job.

3. Communicate your purpose clearly. Sears, Roebuck & Co. kicked off a retail revo-

lution 125 years ago with the clear purpose of bringing thousands of products and services to rural America with its huge iconic catalog. Today, Walmart and Amazon and some others continue that tradition.



JOHN GRAHAM

But it’s the absence of a vibrant message that’s missing with too many companies. It seems the only reason they’re in business is to sell something. It’s as if just meeting with a salesperson or seeing a pop-up ad is a

sufficient reason to buy. It isn’t.

From L.L. Bean’s current “Be an Outsider” campaign to Opdivo’s “A chance to Live Longer” medication for those with a certain type of cancer, the message that the brand has a purpose is clear.

4. Improve the customer experience. There’s one question anyone in marketing and sales should never stop asking themselves: “What does my customer expect?” It applies in every situation, whether you’re selling autos or equities, books or bathrooms, homes or heating. There are no exceptions. Unfortunately, most get it backwards. “What can I get out of it?” is their top-of-mind question, an attitude that leaves the customer experience in tatters.

But today it doesn’t need to be this way. For example, sales transactions at an Apple store are virtually invisible. You see customers handed white bags, but paying for it is over so fast, you can’t catch it. With ApplePay it’s essentially seamless.

Then, there’s life insurance. Surveys show that consumers want to buy it, but don’t get around to it because they think it is time-consuming — filling out pages of questions, making time for meetings, having a physical and then waiting weeks to get the policy. Now, those seemingly insurmountable road blocks are gone. It takes only minutes for a couple of phone calls, answering a few medical questions, signing the application electronically and having the policy — up to \$1 million or more — delivered by email in less than a week.

It starts and ends with doing what customers expect.

5. Learn from complaining

see GRAHAM page 15

CALENDAR

from page 9

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.

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

Business Women's Forum. 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. 23, 11:30 a.m.-1 p.m.

2018 Athena Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Timberline Restaurant, 1701 Park Blvd., Ogden. Cost is \$20. Details are at odgenweberchamber.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, 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.

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, 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. 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.

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.

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.

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, 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. 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.

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.

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

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.

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.

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. 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.

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.

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.

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.

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 \$9. Details are at <https://www.employerscouncil.org/training-catalog>.

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.

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.

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.

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.

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

34th Annual Investors Choice Venture Capital

Opinion

Tax reform, regulatory reform and fight against cronyism highlight 2017

This time of year, we pause to take stock of what happened in the year that has passed. Although there were plenty of policy developments to dislike in 2017, in the spirit of the holidays, I will stick to my three favorites.

Forget, for now, about immigration policy, free trade setbacks, the busting of the budget caps and the continuation of the war on drugs and the pain it causes its victims. The year 2017 may or may not have been a net positive; that's for each of you to decide.

First, President Donald Trump signed a historic reduction in the corporate income tax rate, from 35 percent — the highest of all industrialized nations — to 21 percent. And except for a one-time repatriation tax, the U.S. will no longer tax most profits made by businesses overseas.

Both changes should boost economic growth and American workers' wages. Moreover, the reform removes many of the distortions that discourage companies from investing foreign-earned income in the United States and prompt them to use tax avoidance techniques.

Second, this was a very good year for deregulation. Cutting taxes isn't the only

way to boost growth and raise wages; innovation may matter even more. Getting rid of duplicative and outdated regulatory hurdles to innovation promises to have a real impact on our lives. That's what the Trump administration, with the help of Congress, seems committed to doing.

When the president first got to the White House, for example, he froze many not-yet-implemented Obama-era regulations. These include the punishing overtime pay regulation, which would have increased the cost of employing workers and ultimately reduced their base compensation to offset the increase in overtime pay.

Trump also issued an executive order requiring that for every new regulation issued, "at least two prior regulations be identified for elimination, and that the cost of planned regulations be prudently managed and controlled through a budgeting process." That should put the brakes on the regulatory frenzy of the past few years. Congress also used the Congressional Review Act to eliminate another 14 costly regulations, a tool that had been used only once before.

At the agency level, Food and Drug Administration Commissioner Scott

Gottlieb is doing his share to boost innovation and investment through deregulation. The FDA is working on lowering the cost of development to bring a new drug to market — \$2.6 billion on average, according to one Tufts University study — by streamlining and lightening the approval process without jeopardizing safety.

Meanwhile, the Federal Communications Commission, led by Chairman Ajit Pai, eliminated misleading "net neutrality" rules. As my colleague Brent Skorup explains, "net neutrality had given the FCC far-reaching authority to approve or reject new Internet business models, technologies and services based on a vague standard and to initiate investigations into telecom and tech companies for contrived violations. The FCC appointed itself an invasive zoning board for the Internet."

Last, but not least, are the sustained efforts by Sens. Pat Toomey, R-Pa., and Richard Shelby, R-Ala., to slow down the process that would restore the Export-Import Bank, a bastion of cronyism, to its full and former glory.

Appointing enough board members to give Ex-Im a full quorum would instantly restore the agency's ability to sign off on deals above \$10 million for the benefit of a

handful of very large foreign and domestic corporations. By resisting, the two senators are fighting a lonely fight on behalf of the unseen victims of corporate welfare.

Scott Garrett's nomination for Ex-Im president provided some hope, as he promised to cut down on the cronyism. However, members of the Senate Committee on Banking, Housing and Urban Affairs blocked his nomination and confirmed several board members. If they are confirmed by the whole Senate, it's back to business for the "Bank of Boeing."

Thanks to the recent efforts of Toomey and Shelby, Ex-Im's return to functionality is stalled a little longer. But whatever happens to the bank, principled politicians are rare. Politicians who resist the call of special interests are even rarer, which is why their action is worth celebrating.

Tax reform, regulatory reform and the continued fight against cronyism were the highlights of 2017. Let's hope 2018 brings advances in the fight for economic freedom and prosperity.

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

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VERONIQUE de RUGY

Big story today is not decline in American power, but decline in influence

Daniel Kahneman, who won a Nobel Prize in economics for reshaping our understanding of human motivation, once said, "No one ever made a decision because of a number. They need a story." That's as true for nations as for individuals. Countries have always oriented themselves within a larger international story. But what is today's global story?

For decades, the great overarching narrative was the Cold War. Almost every nation acted or reacted in the context of that ideological, political and military struggle. Then came 1989 and the collapse of communism. For the next 20 years or so, the opening up of the world — globalization — became the dominant thread, as countries jostled to become hot new markets and Western democratic capitalism seemed inevitable, undergirded by American power and prestige. 9/11 dealt a sharp blow to this benign narrative and, for a while, Islamic terror seemed to be steering the course of history. But terrorism has proved too weak and limited a force to be the big global story.

So, what is it now? I would argue that the largest trend today is the decline of American influence. Not the decline of American power — the country remains economically and militarily in a league of its own — but a decline of its desire and capacity to use that power to shape the world. The current administration seems intent on dismantling America's great achievements — as it is doing with the World Trade Organization — or to simply be uninterested

in setting the global agenda. Donald Trump will be the first president in nearly a century to end his first year in office without having held a state dinner for a foreign head of state.

And this erosion of America's global leadership is already causing other countries to adjust.

Earlier this month, German Foreign Minister Sigmar Gabriel declared that "the most important changes affecting our Western world and, indeed, the world as a whole" stem from "the United States' current withdrawal under Trump from its role as a reliable guarantor of Western-influenced multilateralism." That shift, he noted, "is accelerating the transformation of the global order ... and the risk of trade wars, arms races and armed conflicts is increasing."

For Europe, Gabriel argued, the situation is almost existential. Since the end of World War II, he said, "Europe had been an American project in the United States' clearly understood interests. However, the current U.S. administration now perceives Europe in a very distanced way, regarding previous partners as competitors and sometimes even as at the very least economic opponents." He urged Europe to take its fate into its own hands and decouple itself from American foreign policy.

Consider also the speech in June by Canada's foreign minister, Chrystia Freeland, in which she thanked the United States for its seven-decade-long stewardship of

the international system and strongly implied that, under the Trump administration, American leadership of that system had reached its end.

Meanwhile, Chinese President Xi Jinping gave a speech to the 19th Communist Party Congress in October that reflected his own recognition of these new realities. "China's international standing has risen as never before," he noted, and the nation is "blazing a new trail for other developing countries to achieve modernization." Xi

announced "a new era ... that sees China moving closer to center stage and making greater contributions to mankind." In previous speeches, he suggested boldly that China would become the new guarantor of the global trading order.

This, then, is the global story of our times. The creator, upholder and enforcer of the existing international system is

see ZAKARIA next page



FAREED ZAKARIA



Opinion

The tragic case of Maria Santiago Garcia: For shame, America, for shame

There was a heartbreaking picture in the local daily newspaper that showed a mother, Maria Santiago Garcia, with her four children waiting in the Salt Lake City Airport on Christmas Day. She was about to begin her exodus to Guatemala and she was taking her four American-born children — ages 11, 9, 5 and 3 — with her. Garcia is an undocumented Utah immigrant and she was being deported.

Two weeks ago, my wife came home from church and told me how our pastor had spent the night in a vigil for the mother and her four children and I didn't do one darn thing about it.

I have just finished a column about how critical it is to our economy that we keep the 11 million undocumented immigrants in our country. They hold 8.4 million jobs, at mostly minimum wage or lower, that American employers are going to have a very hard time filling is all the undocumented immigrants are sent home.

We remodeled our patio a few years back and the landscape contractor told me that he could not hire American citizens because the work is too hard and the wages are too low. Other landscape contractors were hiring undocumented immigrants and he was having trouble competing with them. Even if he did find enough legal workers, he

couldn't keep up with his competition because he had to pay higher wages than they did.

In order to compete, our landscape contractor went to the Mexican Consulate in California and secured work visas for the nine workers he needed. He then went to Mexico and escorted his employees back to Salt Lake City. Some of his employees brought their families to Utah and they all returned to Mexico after the landscaping season. I applaud his creativity and the fact that he was determined not to break the law. We will remain a customer of

his for as long as he wants.

Hillary Clinton and Bernie Sanders locked horns at the Democratic Convention in Florida. In order to capture the American Latino vote, they vowed a more humane immigration policy and spent most of the time criticizing Trump. What they didn't do was spend very much time discussing what to do about the problem. Should Floridians be concerned about the issue? You bet they should, because these undocumented immigrants pay \$588 million annually in state and local taxes.

I have been pondering what can be done about the situation of the undocumented immigrants and have come up with a couple of thoughts: First, employers of all

sizes that depend on undocumented immigrants must man the barricades, take to the streets and raise a fuss to get our political leaders to do the right thing. Second, those of us who create content for the media must constantly keep the issue in front of the public.

Donald Trump is flat-out wrong when he not only calls for building a wall, but also for deporting undocumented immigrants. Instead, he must embrace our undocumented immigrant population and give them a path to citizenship, if they desire.

I have never been a single-issue voter, but after watching the plight of Garcia and others like her, I am now going to be one.

"Well, it's not the best [Christmas]" *The Salt Lake Tribune* quoted Sarai Reyes, Garcia's 9-year-old daughter, "because we have to go, and what if our new country where we are going is really mean and bad? What if people are not nice?"

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



ROBERT PEMBROKE

ZAKARIA

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withdrawing into self-centered isolation. The other great supporter and advocate of the open, rule-based world, Europe, has not been able to act assertively on the world stage with any clear vision or purpose and remains obsessed with the fate of its own continental project. Filling the power vacuum, a host of smaller, illiberal powers — Turkey, Russia, Iran, Saudi Arabia — are surging forward in their respective regions. But only China truly has the wherewithal and strategic prowess to potentially shape

the next chapter of the story of our age.

A decade ago, I described a "post-American world," brought on, not by the decline of America, but by the "rise of the rest." That world is indeed coming to fruition because other countries are prospering, but the changes are being dramatically accelerated by the Trump administration's foolish and self-defeating decision to abdicate America's global influence — something that has taken more than 70 years to build. As the president might tweet, "Sad!"

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

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49⁹⁵
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Plan Details	Deductible / Unshared portion	\$3,000 deductible	ZDC None	HCS \$1,500 unshared
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	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	
	\$18,343		\$12,183	
	Annual Savings		66%	

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

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CALENDAR

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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. Cost is \$495. Registration can be completed at Eventbrite.com.

Feb. 9, 6 p.m.

2017 Annual Gala, an Ogden-Weber Chamber of Commerce event with the theme "A Night to Celebrate." Awards will be presented by 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 Breakfast with the Candidates, a Murray Area Chamber of Commerce event featuring state legislators providing a legislative update and having an audience Q&A. Location is Intermountain Medical Doty Education Center, 5121 Cottonwood St., Murray. Free, and open to the public (no young children, please). Details are at murraychamber.org.

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, 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. 21, 10 a.m.-3 p.m.

Women's Business Leadership Conference, a Utah Hispanic Chamber of Commerce event. Theme is "Women on the Move: A Strategic Path for Personal and Business Success." Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Registration can be completed at Eventbrite.com. Details are at <http://www.utahhcc.com/>.

Feb. 21, noon-1 p.m.

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

Feb. 21, 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.

Feb. 21, 5:30-6:30 p.m.

QuickBooks 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. 21, 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. Details are at <https://utahsbdc.org/trainings>.

Feb. 21, 6-9 p.m.

ChamberWest Chamber of Commerce Annual Awards Gala, with the theme "Dust Off Your Boots." Harmons will receive the 2018 Hall of Fame Award. Winners will be disclosed for Business of the Year, Small Business of the Year, Best New Business, Best Place to Work, and Volunteer of the Year. Location is the Maverik Center, 3200 Decker Lake Drive, West Valley City. Details are at chamberwest.com.

Feb. 22, 7-8:30 a.m.

UTC Legislative Breakfast, a Utah Technology Council event featuring a discussion of the latest policy issues that affect the local tech industry and a chance to hear from local legislators. Location is the East Senate Building, Utah State Capitol, 350 State St., Salt Lake City. Details are at utatech.org.

Feb. 22, 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>.

Feb. 22, 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>.

Feb. 22, 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>.

Feb. 24, 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.

Feb. 24, 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.

Feb. 27, 7:30-9 a.m.

Breakfast Safety Seminar, a Utah Safety Council event with the theme "Workplace Incentive Programs." 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.

Feb. 27, 8 a.m.-2:30 p.m.

"Family and Medical Leave Act: A Guide for Human Resources," an Employers Council event with information on how to comply with FMLA, including the definition of "serious health condition," employee notice requirements and managing intermittent leaves. 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>.

Feb. 27, 11:30 a.m.-1 p.m.

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

Feb. 28, 3-5 p.m.

"Digital Marketing: Grow Your Presence on Social Media," a Salt Lake Chamber event. Location is the Women's

**CAREERS****SOFTWARE**

Microsoft Corporation currently has the following openings in **Lehi, UT** (job opportunities available at all levels, e.g., Principal, Senior and Lead levels):

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Multiple positions available. To view detailed job descriptions and minimum requirements, and to apply, visit the website address listed. EOE.

**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.

Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$25. Details are at slchamber.com.

March 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>.

March 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).

see CALENDAR next page

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CALENDAR

from previous page

Open to the public. Details are at murraychamber.org.

March 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.

March 2, 8 a.m.-4 p.m.

"PHR, SPH and aPHR Study Programs," an Employers Council five-week program on Fridays to assist people in preparing for the exam. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$1,399. Details are at employerscouncil.org.

March 2, 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>.

March 3, 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.

March 5-6

2018 Utah Safety Conference & Expo, presented by the Utah Safety Council. Event features 40 breakout sessions, keynote speakers, networking luncheons and an expo highlighting the latest in safety products and services. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Cost is \$200 for members and \$300 for nonmembers by Jan. 19; \$250 for members and \$350 for nonmembers after Jan. 19; \$50 for students. Details are at utahsafetycouncil.org.

March 7

ACG Utah 2018 Intermountain Growth Conference, featuring the DealSource Lounge and ACG Capital Connection, a Utah Chapter of the Association for Corporate Growth (ACG) event. Conference is an opportunity for industry professionals to meet and learn from one another, discover the latest tools that promote growth, and learn techniques to overcome challenges. Keynote speaker is Dan Clark, CEO of a consulting firm and bestselling author. Cost until Jan. 12 is \$1,195 for private equity group, \$795 for intermediary, \$225 for ACG members, \$275 for nonmembers, \$250 for March 8 ski conference only. Details are at acg.org/utah.

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

Early B.I.R.D. Business Primer, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and

first-time guests. Details are at ogdenweberchamber.com.

March 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.

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

"Workforce Planning: Your Roadmap to the Future," an Employers Council event on how to assess future human capital needs for a workforce plan. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

March 8, 3-5 p.m.

"International Women's Day Celebration: Exporting Ideas Abroad," presented by the Women's Business Center and World Trade Center Utah and featuring a panel discussion on how to take products to international markets. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$25. Details are at slchamber.com.

March 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>.

March 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 digital tools and apps for business success. Location is Sandy Library, 10100 S. Petunia Way, Sandy. Free. Details are at sandychamber.com.

March 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.

March 13, 9 a.m.-4 p.m.

"Employment Law for Managers," a Salt Lake Community College event featuring realistic scenarios to help participants improve employee relations skills. Appropriate for employers with 15 or more employees. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$180 (\$90 for qualified Salt Lake County companies). Details and registration are available by contacting Debbie Patten at debra.patten@slcc.edu or (801) 957-5244.

GRAHAM

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customers. We're told that customer complaints benefit a business since they point out problems that need correcting. Even though that helps, it's essentially a reactive strategy, like trying to get the genie back in the bottle.

There's a more significant problem: customers who refuse to be ignored. According to a study conducted by Edison Research, many customers may be cynical about businesses responding to complaints, so they turn to social media — Facebook, Instagram, LinkedIn and Twitter, among others.

"Seventy-nine percent of those complaining about a brand on Twitter do so in the hopes that their 'friends would see it.' While 52 percent hope the 'company would see it,' only 36 percent expect that the brand would 'see it and address the problem,'" according to the study.

Not only can we learn from complaining customers what needs correcting, but we can also let them know that we want to hear from them and give them easily accessible ways to communicate with us — and then respond quickly.

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