

OF NOTE



Sharing the wealth

Online retail giant Amazon announced last week it will pay all of its U.S. employees a minimum of \$15 an hour, more than double the federal minimum wage of \$7.25. Run by Jeff Bezos, named this year by *Forbes* as the world's richest man, Amazon was criticized earlier this year after revealing its workers' median pay was \$28,446.

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Del Bircher, director of behavioral health at St. Mark's Hospital, makes a point during the recent Cigna Utah Behavioral Health Forum as James Hewett (left), social worker manager at St. Mark's, and Dr. Stuart Lustig, national medical executive for behavioral health at Cigna, listen. The forum focused on the prevalence of behavioral health issues in the workplace and how businesses can better identify them and guide employees toward the appropriate treatment.

Warning: Business not exempt from mental health concerns

Brice Wallace
The Enterprise

Utah has the fifth-highest suicide rate in the nation. Utah's depression rate is about 22 percent and usually runs 2 percent to 3 percent above the national rate. One in five American adults suffers from mental illness in a given year. One in seven Americans will face substance addiction.

Armed with those statistics, organizers of a recent behavioral health forum in Salt Lake City had a clear message for its audience: Businesses are not immune.

For example, stats show that two of three substance abusers use while at work.

"Sometimes I get the question, 'John, why do we include businesses as a

part of the conversation so much? It seems like every time we're talking about mental health and substance use, we bring businesses into the equation,'" John Roble, president of the mountain states market for Cigna, said during Cigna Utah Behavioral Health Forum.

"And for me, the answer is really easy. Businesses are a big part of the solution and really mental health knows no boundaries. Mental health doesn't stay at home while our bodies go to work. Mental health affects us in the workplace each and every day. It affects absenteeism and productivity and presenteeism and total medical costs, the ability to attract and retain talent. It affects

see CIGNA page 15

Housing costs worry Utahns, drive down life quality index

Utahns continue to worry about their cost of housing and that has resulted in a drop in the Utah Foundation's Quality of Life Index. The index is down a point from last year and three points over the past five years, standing at 70 out of 100.

The "Quality of Life Index: Measuring Utahns' Perceptions of their Communities, Personal Lives" measures both community and personal quality of life perceptions among the state's residents.

The availability of good jobs was the only component of the community index that improved from 2015 to 2018. Affordable housing is a growing concern and financial security was the lowest-performing factor.

In addition to affordable housing, air quality, streetscapes, traffic and good parks and recreation are also among Utahns' biggest concerns.

Of Utahns living along the Wasatch Front, those who are religiously affiliated and those with higher incomes all reported better community quality of life. Those respondents who identified with a religion indicated a higher community quality of life on 19 of 20 aspects on the index.

Those with higher incomes indicated a higher rating on all seven aspects of the Personal Quality of Life Index. Those who are religiously affiliated and younger Utahns also reported better personal quality of life.

Feds approve utility access for shale oil project

John Rogers
The Enterprise

The U.S. Bureau of Land Management announced in late September that it has approved a utility right of way for a major Utah oil shale project near Vernal. Enefit American Oil, a subsidiary of Estonia-based petroleum giant Eesti Energia, has been waiting for approval of the corridor during a six-year environmental review process. The BLM issued its final environmental impact study in July ahead of last month's approval.

The approval makes way for the deliv-

ery of utilities to Enefit's South Project and the transport of oil produced from the project. Enefit said it wants to produce 50,000 barrels of crude oil daily from shale on private land the company owns. Enefit pro-

"This is a tremendous milestone for our future project and for energy development in Utah and the Mountain West region."

poses mining and retorting the shale to produce oil.

The BLM has agreed to let Enefit build

14 miles of water pipeline, 5.6 miles of natural gas supply pipeline and two 138-kilovolt electric power lines to the oil shale project in addition to a 7-mile oil pipeline away from it. The 15-mile utility corridor project is about 40 miles south of Vernal and 25 miles southwest of Rangely, Colorado.

The approval also facilitates project access through the upgrading of about five miles of the Dragon Road on federal land in Uintah County.

The access corridor — as well as the

see BLM page 18



Dynatronics' Kelvyn Cullimore tabbed to head BioUtah

BioUtah, the nonprofit trade association that represents Utah's life sciences industry has announced that Kelvyn H. Cullimore Jr. has been appointed its president and CEO. Cullimore will succeed Kelly Slone, who has served in that capacity for the past three years.

Cullimore comes to BioUtah with experience in both industry and government sectors. He has served for the past 25 years as president and CEO of Dynatronics Corp., a publicly traded medical device manufacturer headquartered in Cottonwood Heights. Dynatronics was founded by Cullimore and his father. He stepped down from his position with Dynatronics in June 2018, but continues to serve on the company's board of directors. Cullimore served from 2002 to 2015 on the board of the Medical Device Manufacturers Association in Washington, D.C., and on the board of trustees for the Utah Technology Council from 2014 to 2018. Cullimore was the first mayor of Cottonwood Heights, serving from 2004 to 2017. He has a bachelor's degree in science from Brigham Young University.



Kelvyn Cullimore

"The board has conducted a thorough search for a new president and CEO, with many excellent candidates being considered," said Richard Ji, current chairman of the board of BioUtah and a vice president with Clinical Innovations, a medical device manufacturer located in Murray. "Cullimore emerged as the leading candidate due to his unique blend of deep industry experience and excellent understanding of government, legislative and regulatory functions. We are confident that BioUtah will continue to flourish under his leadership."

"We would like to thank Kelly Slone for her tremendous efforts over the last three years," said Rob Etherington, incoming chairman of BioUtah and president and CEO of Clene Nanomedicine, a nanotherapeutic pharmaceutical company headquartered in Holladay. "We are fortunate to have an industry executive in Cullimore who has been affiliated with BioUtah from its beginnings and who now will take the helm of the organization. We are excited to work with him to achieve our industry and association objectives over the coming years, as BioUtah moves from strength to strength."

"I have had the privilege of watching the progress of life sciences companies in Utah for three

decades, including the emergence of our state life sciences industry association, BioUtah," said Cullimore. "I am passionate about the life sciences sector and

the economic impact it has on the state of Utah. I look forward to applying my experience in both industry and government to advance the profile of life sciences companies in Utah, strengthen

BioUtah as a state association and help assure we speak with a unified voice to government and regulatory agencies."

Cullimore will assume his duties this week.

Moorehead named CEO and board member at Lehi's Nature's Sunshine Products

Nature's Sunshine Products Inc., a nutritional supplement and personal care producer based in Lehi, has announced the appointment of Terrence Moorehead as CEO and a member of the company's board of directors. The appointment was effective Oct. 1.

"With over 20 years of experience developing consumer strategies, strengthening processes and driving profitability across multiple channels, Mr. Moorehead brings leadership, passion and focus to Nature's Sunshine," the company said in a press release last week. "His in-depth experience leading complex transformations, revitalizing brands and building high-performance teams is fully in line with the company's future plans."

"We are excited to have someone of Terrence's caliber lead Nature's Sunshine into the future," said J. Christopher

Teets, a member of the company's board, chairman of the Governance Committee and a member of the executive search committee. "He brings a rich combination of leadership, experience and energy that will breathe new life into the business. His extensive international experience, strong strategic and operational background, and practical hands-on experience building positive relationships will be valuable assets as we reposition the company for the future."

Moorehead joins Nature's Sunshine from Carlisle-Etcetera LLC, a women's luxury apparel company. He also served as CEO at Dana Beauty, a fragrance and personal care products company. Prior to that, Moorehead spent over 20 years with Avon Products, where he helped lead the transformation from a \$2 billion company to \$12 billion in annual

revenues.

"I am very excited to be joining the incredible team at Nature's Sunshine," said Moorehead. The company has a long history of excellence, quality, and innovation, but there's still tremendous opportunity for growth," said Moorehead. "The company's global footprint and leadership in product development are an excellent platform to drive growth and improve shareholder value. I am eager to join the team and partner with our distributors and employees to take the business to the next level."

Gregory L. Probert, currently chairman of the board and CEO, retired from his position effective Sept. 30

Nature's Sunshine was founded in 1972 and employs about 1,000 in its nutritional and personal care products that are marketed in more than 40 countries around the world.

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Huntsman foundation announces major gifts to support hospital expansion

A group of donors has stepped forward to provide funding necessary for major expansion plans at the Huntsman Cancer Institute at the University of Utah. Peter Huntsman, chairman and CEO of the Huntsman Cancer Foundation, made the announce-

ment at a foundation gathering recently at the Grand America Hotel in Salt Lake City.

A total of \$40 million in donations was made by a number of donors led by Spencer and Kristen Kirk in honor of Spencer Kirk's mother, Kathryn F. Kirk; the Church of Jesus Christ of Latter-day Saints Humanitarian Aid Fund and doTERRA International.

"This expansion was my father's vision and something he worked on prior to his death," said Huntsman, referring to institute founder Jon M. Huntsman, who died in February. "He was always looking forward to plan what was needed next to help people with cancer. Our family is honored to continue to carry his and my mother's vision forward to ease the suffering caused by cancer. We are immensely grateful and humbled by the generous support of the donors who have helped realize my father's dream to eradicate cancer from the face of the Earth."

The funding will support a proposal to significantly expand the Cancer Hospital at HCI, part of the University of Utah Health system. The proposed addition would extend from the north end

of HCI's existing buildings. The expansion will be called the Kathryn F. Kirk Center for Comprehensive Cancer Care and Women's Cancers at Huntsman Cancer Institute, and add an additional 100,000 square feet to HCI's cancer campus, including up to 50 additional inpatient rooms and workspace for oncology specialists. The proposed structure would also expand the number of procedure, consultation and outpatient exam rooms and would increase the size of the Linda B. and Robert B. Wiggins Wellness and Integrative Health Center.

The plan for raising the remaining funding of the estimated \$80 million project will be finalized in the coming months, Huntsman said. The proposed project timeline estimates construction would begin in December 2019, with an opening planned for fall 2022.

Maverik Inc. acquires Cache Valley convenience store chain

Maverik Inc., the Salt Lake City operator of more than 300 gas stations and convenience stores in the western U.S. has purchased four stores from the Best Stop convenience store chain. Three of the stores are in Cache County with a fourth store in Franklin, Idaho. The transaction closed on Oct. 1.

provided employment opportunities with Maverik.

Maverik was founded in 1928 by Reuel Call and was purchased by Flying J in 2012. It employs approximately 5,000 people in its convenience stores and distribution operations.

"Maverik has been a part of the community in Cache Valley for a long time and we are excited to continue our growth there with these four stores," said Aaron Simpson, vice president of Maverik. "Dave Bessinger and his family have owned and operated Best Stop since opening the first Logan store in 1975, exclusively serving the Cache Valley community. Support from the community was phenomenal in 1975 and Dave was able to open more stores over the years. Dave said that three elements have supported his success over the years: family, employees and the Cache Valley community and he is thankful for this support."

Maverik said it plans to remodel the stores immediately and will invite the community to celebrate and sample fresh food at an open house as each store reopens later this year. Best Stop employees at all four stores are being

Megibow named CEO at Purple

Alpine-based Purple Innovation Inc. has a new CEO. The specialty mattress manufacturer appointed Joseph B. Megibow to the position beginning Oct. 1.

"Joe Megibow is a seasoned executive with a proven track record leading digital and retail businesses through periods of significant growth and evolution. We are thrilled to have someone of Joe's experience and success join us," said Terry Pearce, co-founder, chairman and interim CEO of the company. "The board of directors conducted an exhaustive six-month search and we are very confident that we found the right person to lead Purple into the future and take Purple to the next level."

Megibow was the senior vice president and chief digital officer at American Eagle Outfitters Inc., where he oversaw the transformation and growth of American Eagle's \$550 million direct-to-consumer business between 2012 and 2015. Prior to that, Megibow held several senior roles with Expedia Inc. He most recently served as an

independent consultant to Advent International, a \$41 billion global private equity firm.

"I am extremely excited to join Purple at such an important time in its development," said Megibow. "As the benefits of healthy sleep have become more understood, Purple is well-positioned as a disrupter in the health and wellness industry. Because of its differentiated comfort technologies, internal domestic manufacturing capabilities, and increasing brand awareness, Purple is set up for unrivaled success. I look forward to leveraging my past experience to lead Purple through its next phase of growth."

Megibow earned an MBA from the University of Chicago Booth School of Business and a bachelor of science in electrical engineering from Cornell University.

Purple manufactures a range of sleep products, including mattresses, pillows and cushions that it markets through its direct-to-consumer online channel, traditional retail partners and third-party online retailers.



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Merit Medical buys California company in \$200 million deal

Merit Medical Systems Inc. of South Jordan has signed an agreement to acquire Cianna Medical Inc., headquartered in Aliso Viejo, California. The transaction has been approved by the boards of directors of both

companies and now goes to the stockholders for approval. The deal will close in the fourth quarter, pending Hart-Scott-Rodino Antitrust Improvements Act approval.

The deal structure includes

an upfront payment of \$135 million with potential earn-out payments of an additional \$15 million for achievement of supply chain and scalability metrics, and up to an additional \$50 million for achievement of sales

milestones, Merit said.

Merit manufactures and markets proprietary disposable medical devices used in interventional, diagnostic and therapeutic procedures, particularly in cardiology, radiology, oncology, critical care and endoscopy.

Cianna Medical manufactures wire-free breast localization devices and has been focused on breast conservation for 11 years. The company develops, manufactures and markets innovative medical products designed to reduce costs, improve quality and reduce the anxiety and stress breast cancer treatments place on women and their families.

"This transaction adds to Merit a technology leader in breast tumor localization that is precise, highly directional and visible," said Fred P. Lampropoulos, Merit's chairman and CEO. "We believe there are substantial global growth opportunities for the Cianna Medical products, especially considering Merit's expansive global footprint.

"Merit plans to keep substantially all of Cianna Medical's commercial and R&D teams in place and to enhance overall coverage in areas currently underserved by Cianna Medical," Lampropoulos said. "We want to maintain the momentum of the Cianna Medical team while

adding enhanced logistical and clinical support."

"The planned merger is a fusion of shared values focused on addressing real healthcare needs that improve lives," said Jill Anderson, Cianna president and CEO. "Our companies share a rich history of developing technologies that put patients' needs first. Merit Medical brings exceptional resources to the Cianna Medical team that will intensify its growth and broaden its focus beyond breast cancer. I am delighted that Mr. Lampropoulos will lead an efficient integration of our companies for the benefit of our employees, physicians, hospitals and the women we serve."

Founded in 1987, Merit Medical serves client hospitals worldwide with a domestic and international sales force and clinical support team totaling in excess of 300. Merit employs approximately 5,500 people worldwide with facilities in South Jordan; Pearland, Texas; Richmond, Virginia; Malvern, Pennsylvania; Rockland, Massachusetts; San Jose, California; Maastricht and Venlo, The Netherlands; Paris, France; Galway, Ireland; Beijing, China; Tijuana, Mexico; Joinville, Brazil; Markham, Ontario, Canada; Melbourne, Australia; Tokyo, Japan; and Singapore.

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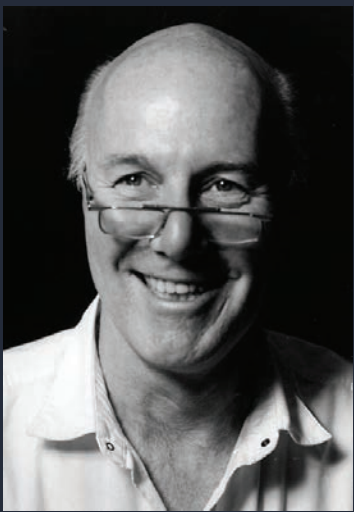
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Healthcare and government officials gathered recently for the grand opening of Intermountain Healthcare's Kem C. Gardner Intermountain Transformation Center at the company's campus in Murray. Philanthropist Kem C. Gardner donated \$20 million toward the construction of the center. Intermountain said the facility will transform the way medical care is provided in the U.S. and globally to achieve the highest clinical quality at the lowest sustainable cost.

Transformation Center aims to alter the way healthcare is delivered

Intermountain opens its new center in Murray as home to multiple institutes and healthcare programs

Utah's Intermountain Healthcare has opened its four-story, 120,000-square-foot Kem C. Gardner Intermountain Transformation Center at the company's campus in Murray. The new facility will be the home for multiple institutes and programs that the healthcare company said will transform the way medical care is provided in the U.S. and globally to achieve the highest clinical quality at the lowest sustainable cost.

Intermountain's Clinical Program leadership teams of scientists and doctors will work at the new facility to research, innovate, and develop best practices to enhance care around the world, Intermountain said in a release. With more than 1,500 ac-

tive research studies in more than 20 clinical areas, the Transformation Center is equipped to make medical discoveries that improve care and save lives.

The Transformation Center, where Intermountain expects leaders in healthcare to collaborate and be trained to develop and deliver the highest clinical quality at the lowest sustainable cost, was made possible with a \$20 million donation from philanthropist Kem C. Gardner, who served on Intermountain boards for 36 years and was chair of the Intermountain Board of Trustees from 2007-2012. He currently chairs the Intermountain Foundation Board.

"I'm making this gift because Intermountain Healthcare has expertise of great importance to the world," Gardner said. "The programs housed in the Transformation Center will do so much to improve the health and care available to people in Utah and

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Industry Briefs

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BANKING

• **America First Credit Union**, Riverdale, has made changes within its Information Technology Division, the new Security Operations Center (SOC) Department and the Change Management Department. The new SOC Department will be responsible for the day-to-day operations of the Security Operations Center, including the security incident response plan and vulnerability management for America First.



Andrew Qualls



Lane Gittins

Andrew Qualls will be manager of the new SOC Department. Qualls, a current information systems and technology auditor, began his career with America First in 2008 and has experience as an accountant, quality assurance tester, senior information technologies risk consultant, and many other positions prior to his service with America First. The new Change Management Department is responsible for change management in relation to the computer systems and applications the credit union uses on a daily basis. The department will create and implement new procedures and a new change management process that will help the credit union

reduce service disruptions. **Lane Gittins**, who currently serves as systems security manager, will be transitioning over as manager of the new department.

• **Mountain America Credit Union**, West Jordan, has hired **Monica Henson** as a wealth management sales manager at LPL Financial at MACU.



Monica Henson

Monica Henson will serve members and staff in central and southern Utah and Nevada. She has worked in the financial industry for 27 years. Prior to joining Mountain America, she served as vice president and associate regional brokerage manager for Wells Fargo Advisors. Henson also served with Wells Fargo Bank as a senior vice president, affluent segment leader and regional private banking manager for the Utah and Idaho regions.

ECONOMIC INDICATORS

• **St. George** is the fastest-economic-growth city in Utah, according to personal finance website **WalletHub**. To determine where the most rapid local economic growth occurred over a period of seven years, WalletHub compared 515 U.S. cities across 15 key metrics. The data set ranges from population growth to college-educated population growth to unemployment rate decrease. **St. George** was No. 20 among those 515 cities. Other Utah cities on the list are No. 58 **Orem**, No. 183 **Provo**, No. 194 **Salt Lake City**, No. 227 **Sandy**,

No. 266 **Ogden**, No. 277 **Layton**, No. 301 **West Jordan** and No. 307 **West Valley City**. Details are at <https://wallethub.com/edu/fastest-growing-cities/7010/>. The top city in the U.S. is Fort Myers, Florida. The slowest-growth city is Decatur, Illinois.

• **West Jordan** has the best score for income equality among Utah cities with a population of 60,000 or more, according to **HomeArea.com**. The study was based on census data. Income inequality was measured on a scale from 0 to 100 using the Gini Coefficient. Lower values indicate that household income is more evenly distributed on a pre-tax basis. In the U.S., it typically falls in the range of 30-65. **West Jordan** had a score of 33.3, followed by **Layton**, 35.1; **South Jordan**, 36.1; **West Valley City**, 36.3; **Orem**, 41.4; **Sandy**, 42.6; **St. George**, 44.7; **Ogden**, 46.3; **Provo**, 47.3; and **Salt Lake City**, 49.3. Details are at https://www.homearea.com/rankings/place-in-ut/household_income_inequality/.

GOVERNMENT

• Four industry representatives have been appointed to the **Talent Ready Utah** board. They will help the newly formed Talent Ready



Aaron Skonnard



Chuck Taylor



Andrea Moss



Jeff Nelson

Utah Center align education with business to accomplish Gov. Gary Herbert's goal of filling 40,000 new high-skill, high-paying jobs by 2020. The new members are **Aaron Skonnard**, co-founder and CEO of Pluralsight; **Charles "Chuck" Taylor**, president of MSC Aerospace; **Andrea Moss**, president and CEO of Nelnet; and **Jeff Nelson**, president of Nelson Laboratories.

• The **U.S. Department of Commerce** has announced the grantees under the U.S. Economic Development Administration's (EDA) **2018 University Center Economic Development Program Competition**. EDA is providing a total of \$2.5 million in grants to 20 colleges and universities in 13 states to run

programs that will leverage their assets to promote American innovation and strengthen regional economies. Among the grantees from the EDA's Denver regional office are **Dixie State University** and **Southern Utah University** receiving \$143,000.

OUTDOOR PRODUCTS/ RECREATION/SPORTS

• The **Utah Office of Outdoor Recreation** will have a series of statewide grant workshops to assist with the **Outdoor Recreation Grant** process. The grant program helps fund outdoor recreation infrastructure projects that aim to improve recreation amenities for residents as well as attract tourists to the region. The office's team will walk participants through the process to help them create a compelling grant submission. Also, partner organizations will present other grant opportunities available. Applications for next year's grant cycle will be accepted from Jan. 10-Feb. 28, 2019. The grant program provides matching grant funding to local governments and nonprofits to build outdoor recreation infrastructures such as trails, boat ramps and more. In the 2019 grant cycle, award amounts will range from \$5,000 to \$150,000. In Northern Utah, workshops will be Nov. 1, 9-11 a.m., in Salt Lake City; Nov. 5, 9:30-11:30 a.m., in Provo; Nov. 6, 9-11 a.m., in Park City; and Nov. 7, 9-11 a.m., in Brigham City. The Southern Utah schedule includes Oct. 15, 11 a.m.-1:30 p.m., in Toquerville; Oct. 16, 9-11 a.m. in Cedar City; Oct. 16, 3-5 p.m., in Richfield; Oct. 17, 9-11 a.m., in Moab; Oct. 17, 3-5 p.m., in Blanding; Oct. 18, 2-4:30 p.m., in Helper; and Oct. 19, 9-11 a.m., in Vernal. Details are at business.utah.gov/uorg.

• **Zions Bank** has joined **Utah Outdoor Partners** as a founding member. Utah Outdoor Partners is a new non-partisan, nonprofit charitable organization dedicated to promoting the broad economic value of Utah's outdoors. It was launched this summer by Doug Owens and U.S. Rep. Mia Love, along with representatives from the Kem C. Gardner Policy Institute, the Salt Lake Chamber of Commerce and the Governor's Office of Economic Development.

PARTNERSHIPS

• **Helio Training** and **Neumont College of Computer Science** have announced partnerships with **Larry H. Miller Sports & Entertainment (LHMSE)**. Helio Training students will develop websites and

resources for companies under the LHMSE umbrella, including, but not limited to, the Utah Jazz, Tour of Utah and The Zone Sports Network. Neumont students will develop software projects and resources for those same companies. The first student project is creating an 8-bit video game for the Utah Jazz. As part of the partnership agreement, Helio Training and Neumont will serve as a sponsor for the Utah Jazz game against the San Antonio Spurs on Dec. 4, as well as provide additional advertising and marketing publicity opportunities for Helio Training and Neumont throughout the 2018-2019 Utah Jazz season.

PHILANTHROPY

• The employees of **Solutionreach**, a Lehi-based patient relationship management software company, raised \$43,000 for the Utah Chapter of the **Leukemia & Lymphoma Society** through the company's September 2018 Month of Charity. Over the last five years, Solutionreach and its employees have collectively donated more than \$225,000 to the chapter through the month-long Solutionreach Giving Games competition.

REAL ESTATE

• **Rising Star Realtors**, Park City, and **Bryson Real Estate**, Bountiful, have joined the **Windermere Real Estate Utah** family. Windermere's Park City office has moved to the office of Rising Star Realtors at 1835 Three Kings Drive. Nearly 20 agents will work from the office to serve Park City and Wasatch Back clients. **Daimon Bushi** is the branch broker of the Windermere Park City office.

see BRIEFS next page



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Industry Briefs

from previous page

Windermere's new Bountiful office is at 152 W. 500 S. and will provide real estate services for northern Wasatch Front communities. **Jared Bryson** is branch broker.

• **Property Management Inc.**, a Lehi-based property management and real estate services company,



Danessa Itaya

has named **Danessa Itaya** as the senior vice president. Itaya has over 25 years of experience in franchising. Itaya's career in franchising began at Molly Maid, where she held various leadership roles, including director of accounting, director of operations and vice president of operations. She served as president and co-chair of Ms. Molly Foundation, a corporate-sponsored nonprofit organization supporting victims of domestic violence. She also worked with the brand-new Maid Right franchise,

which since grown to more than 40 master franchises.

• **Industry SLC** has announced an expansion to Salt Lake City. Spanning 8.3 acres of industrial warehouse space along 600 South and 500 West (the north side of the Granary District), Industry will use a former silver foundry. It will begin with more than 150,000 square feet of modern office space and feature shared tenant amenities, including conference rooms, kitchens, event space and roof decks. Later additions call for a 30,000-square-foot climbing gym, restaurants and multifamily housing options. The first phases are set to open in late summer or early fall 2019. Industry was established in the River North Art District of Denver. It has two locations in Denver, spanning more than 300,000 square feet. Joining Industry co-founders **Jason and Ellen Winkler** in Salt Lake City are partner and Salt Lake City native **Brandon Blaser**, as well as **Drake Real Estate Partners**, a real estate investment firm based in New York.

RETAIL

• **Closets by Design** has a new location in the **Willow Creek Industrial Park** in Lehi. **Newmark Grubb ACRES** made the announcement. Its industrial vice president, Skyler Peterson, and Jaden Malan of Newmark Grubb ACRES represented the company in leasing 9,850 square feet of showroom and distribution space at 520 S. 850 E. Closets by Design has more than 45 active franchises. Since 1982, it has been designing, building and installing custom closets, garage cabinets, home offices, laundries, pantries, wardrobe mirror doors and more.

RURAL UTAH

• The **Governor's Office of Economic Development (GOED)** board, at its September meeting, endorsed a pair of Rural Fast Track grants. **Johnson's Diesel Service**, of Huntington in Emery County, was endorsed for a \$25,000 grant to help the company add a new specialty vehicle in order to meet increased demand for wrecker, 24/7 repair and tire services. The \$110,000 project is expected to result in one new full-time position. **Taylor Made Wooden Heritage**, of Blanding in San Juan County, was endorsed for a \$16,500 grant to help the company add equipment to produce Elastocreet countertops and have additional capacity to meet increased product demand. The \$33,000 project is expected to result in one new full-time position. The grants were approved by the Governor's Rural Partnership Board.

SERVICES

• **Pilot Freight Services**, based in Pennsylvania, has opened a 44,000-square-foot multi-client warehouse at 1711 S. 4650 W.,

Suite B, Salt Lake City. The facility supports growth from the company's existing Salt Lake City station and its 45,000 square feet of warehouse space.

• **Valvoline Inc.**, a Kentucky-based supplier of lubricants and auto services, has announced that franchisee **Superior Lube** has opened a Valvoline Instant Oil Change service center at 603 E. 12300 S., Draper. It is the company's third service center in the Salt Lake City area. The company has more than 1,150 company-owned and franchised Valvoline Instant Oil Change stores.

TECHNOLOGY/LIFE SCIENCES

• **Voxpopme**, a Salt Lake City-based video technology company, has appointed **Braden Johnstone** as senior vice president of customer success. His responsibilities include product adoption and engagement, customer satisfaction and strategies to drive customer loyalty. Johnstone has more than 15 years of management experience within mid-sized software and service organizations, with a focus on customer development and success, business systems, cultural development and strategy. Most recently, he was senior vice president of services and support at FocusVision.



Braden Johnstone

• **PrinterLogic**, a St. George-based enterprise print management software company, has announced that **Eva Helén** has been appointed to the company's board of directors. Helén is CEO of Epiquette and EQ Inspiration. In 2000, she co-founded Sanbolic,



Eva Helén

an enterprise software company that was acquired by Citrix in 2015. As president and COO, she led sales, operations and finance. Prior to Sanbolic, Helén co-founded and ran sales for Number One GM, acquired by Autodesk in 1999.

TRANSPORTATION

• **Salt Lake City** and **Lyft** have announced "Ditch Your Car," a program offering more than \$417 of transportation credit for people to give up their cars for 30 days, from Oct. 8-Nov. 6, in favor of getting around town via Lyft rides; GREENbike; and a Hive Pass for UTA bus, Trax and S-Line streetcar services. Salt Lake City residents can register at ditchwithlyft.com/SLC for the opportunity to receive credit towards Lyft, GREENbike and Hive Pass. Fifty people will be randomly selected to participate.



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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.

Through Oct. 14

16th Annual Downtown Dine O'Round, presented by Nicholas & Co. Diners can sample two-item lunches for \$5 or \$10 or three-item dinners for \$15, \$25 or \$35 by asking for the Dine O'Round menu from their server. Details about menus and participating locations are at www.dinearound.com.

Oct. 9-11

2018 Utah Tourism Conference, presented by the Utah Tourism Industry Association and the Utah Office of Tourism. Theme is "Building Connections That Count." Conference is a gathering of the tourism industry, state leaders, agencies and travel experts to explore the latest trends and opportunities for the industry. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$259 for UTIA members, \$299 for nonmembers, \$169 for students. Details are at <https://www.utah-tourism.org/conference>.

Oct. 9, 7:15-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Ben Miller, president and COO of SimpleNexus. Networking begins at 7:15 a.m. Breakfast and speaker presentation begin at 7:45 a.m. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <https://www.acg.org/utah/events/october-9-breakfast-meeting-ben-miller>.

Oct. 9, 9 a.m.-4 p.m.

"Employment Law for Managers," a Salt Lake Community College event 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 per person for qualified companies). Details are available by contacting Debbie Patten at (801) 957-5244 or debra.patten@slcc.edu.

Oct. 9, 10-11:30 a.m.

"How to Become a Leader that People Will Follow," a West Jordan Chamber of Commerce event. Location is West Jordan Chamber Office, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

Oct. 9, 11:30 a.m.-1 p.m. ChamberWest Women in

Business Luncheon, a ChamberWest event. Speaker Cherie Laporte, United Way of Salt Lake, will discuss "Women United's STEM Initiative." Location is Utah Olympic Oval, 5662 S. 4800 S., Kearns. Cost is \$20 for members with RSVP. Details are available at (801) 977-8755 or chamber@chamberwest.com.

Oct. 9, noon-12:50 p.m.

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

Oct. 9, 6-7 p.m.

Young Subaru Lecture Series, a Hall Global Entrepreneurship Center (Weber State University) event. Speaker is Paul Allen, founder and original CEO of Ancestry.com, former "global strengths evangelist" at Gallup and founder of Soar.com. Location is Weber State Downtown, 2314 Washington Blvd., Ogden. Free, and open to the public. Registration can be completed at Eventbrite.com.

Oct. 10-11

Utah Industrial, Construction & Plant Maintenance Expo. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Details are at icpmexpo.com.

Oct. 10-12

Western Region Credit Conference, hosted by NACM Business Credit Services. Event is a gathering of credit managers, analysts, collectors and finance managers from throughout the West to learn, grow professionally and to enhance job performance and career advancement. Location is Hilton Downtown SLC, 255 S. West Temple, Salt Lake City. Cost is \$495 for NACM members for the full conference, \$595 for nonmembers. Details are at nacmwrcc.org.

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

"Sandy Economic Development Update," part of the Sandy Area Chamber of Commerce's "In the Know" series. Nick Duerkson, economic development director for Sandy

City, will give an update on the Cairns Development Plan and projects coming in the very near future. Location is Scheels, 11282 S. State St., Sandy. Free. Details are at sandy.chamber.com.

Oct. 10, 8 a.m.-5 p.m.

"The Effective and Legal Manager," part of the Frontline Leader Workshop Series for new and emerging leaders, presented by Salt Lake Community College Workforce. Location is Salt Lake Community College's Miller Campus, Miller Corporate Partnership Center, Building 5, 9750 S. 300 W., Sandy. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

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

LinkedIn Luncheon, a Utah Valley Chamber event featuring networking and a presentation by Kate Bowcut, the chamber's business development executive, on how to improve a LinkedIn profile. Location to be announced. Details are at thechamber.org.

Oct. 10, 1:30-5 p.m.

"The Utah Hiring Conundrum: How to Attract, Maximize and Retain Talent in Utah's 3 Percent Unemployment Market," a Salt Lake Small Business Development Center event. Speaker is Russell Lookadoo of HRchitecture. Location is Salt Lake Community College's Larry H. Miller Campus, Miller Corporate Partnership Center, Room 101, 9690 S. 300 W., Sandy. Registration can be completed at <https://www.regonline.com/registration/Checkin.aspx?EventID=2536388>.

Oct. 10, 5-7:30 p.m.

Relaunch of Murray Area Women in Business, a Murray Area Chamber of Commerce event. Keynote speaker is Pat Jones of the Women's Leadership Institute of Utah. Location is Salt Lake Culinary Institute of Education (SLICE), 2233 S. 300 E., South Salt Lake. Registration can be completed at Eventbrite.com.

Oct. 11, 8 a.m.-12:30 p.m.

PTAC Symposium and Vendor Fair, a Utah Procurement Technical Assistance Center event featuring representatives from state and local government agencies, industry, the U.S. Department of Defense and other federal agencies, many of whom have opportunities for small businesses. Location is Viridian Event Center, 8030 S. 1825 W., West Jordan. Registration can be completed at ptacsymp.eventbrite.com.

Oct. 11, 8:30 a.m.-4 p.m.

Fourth Annual Cache Business Women's Conference featuring breakout sessions and keynote presentations. Opening keynote is by Cache Valley business leaders Trudie Dymock and Eileen Christensen. Lunch keynote speaker is Jeannette Herbert, Utah's first lady. Closing keynote is Lori Vincere discussing "Raising Your Voice with Power and Purpose." Location is Riverwoods Conference Center, 615 Riverwood Parkway, Logan. Cost is \$75, \$90 day of the event. Details are at cachechamber.com.

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

WIB Luncheon, a Davis Chamber of Commerce event. Location is Lagoon, 375 N. Lagoon Drive, Farmington. Cost is \$15 for members, \$20 for walk-ins. Details are at davischamberofcommerce.com.

Oct. 11, noon

"Crowdfunding Your Next Product," a Silicon Slopes panel discussion event. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

Oct. 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>.

Oct. 11, 6-8 p.m.

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

Oct. 11, 6:30-8 p.m.

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

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Aimee Winder-Newton, Salt Lake County councilwoman. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to everyone. Details are at murraychamber.org.

Oct. 12, 7:45-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free

for WIB members. Details are at ogdenweberchamber.com.

Oct. 12, 8 a.m.-4 p.m.

"Supervisory Skills Program," an Employers Council event over five consecutive Fridays and focusing on a foundation of critical skills necessary to become an effective workplace leader. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

Oct. 12, 8:30 a.m.-1 p.m.

2018 Business & Economic Summit and Training (BEST), a Davis Chamber of Commerce event. Location is Weber State University's Davis Campus, Building D-2, Room 110-111, 2750 University Park Blvd., Layton. Cost is \$50 for members, \$70 for guests and at the door. Details are at davischamberofcommerce.com.

Oct. 12, 8:30-11:30 a.m.

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

Oct. 12, 11:30 a.m.

Second Friday Casual Lunch, a ChamberWest networking event. Location is Buffalo Wild Wings, 2927 S. 5600 W., West Valley City. Free (pay if ordering from the menu). Details are at (801) 977-8755 or connie@chamberwest.org.

Oct. 12, 6:30-10 p.m.

2018 Hall of Fame Gala, a Utah Technology Council event. Keynote speaker is Reed Hastings, founder and CEO of Netflix. Inductees are Ryan Smith, CEO of Qualtrics; Gail Miller, chairman of the Larry H. Miller Group of Companies; and Jeremy Andrus, CEO of Traeger. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$450 for members, \$525 for nonmembers. Registration can be completed at Eventbrite.com.

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

Envision Utah's 2018 Common Good Awards, to "honor individuals and organizations that are doing amazing things to make Utah a great place to live, both now and in the future." This year's event will focus on Utah County and its future as a hotbed for growth. Keynote speaker

CALENDAR

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Astrid S. Tuminez, Utah Valley University president, will discuss the critical role education plays in manifesting the vision of a community and her commitment to strengthening the partnerships between Utah Valley University and the economic, civic and social institutions of Utah County. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$70. Details are at <https://cga2018.planningpod.com/>.

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

"Hours with Expert" with Gregory Casset, a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 800 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

Oct. 16, 8 a.m.-1 p.m.

2018 Intermountain CFO Summit, an Advanced CFO event. Opening keynote is Aaron Harris discussing "Artificial Intelligence & the Future of Finance." Closing keynote is Caroline Gleich discussing "Ascending & Managing Risk." Location is the Falls Event Center, 580 S. 600 E., Salt Lake City. Cost is \$75. Registration can be completed at Eventbrite.com.

Oct. 16, 8 a.m.-3:30 p.m.

"Performance Management: Setting the Stage for Success," an Employers Council event that provides the skills to manage employee performance as an ongoing process and ties the

supervisory role to employee and organizational success. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

Oct. 16, 8:30-11 a.m.

"The Entrepreneur's Edge: How to Discover and Develop Your Compelling Story." Speaker is Dan Davis of Stiry. Location is Salt Lake Community College Miller Campus, Miller Corporate Partnership Center (MCPC), Room 333, 9690 S. 300 W., Sandy. Cost is \$20. Details are at (801) 957-5352.

Oct. 16, 11:30 a.m.-1 p.m.

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

Oct. 16, 11:30 a.m.-1 p.m.

Business Women's Forum. Presenter to be determined. Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

Oct. 16, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays.

Speaker Travis Hansen, founder and CEO of Tesani Cos., will discuss "Smart Things I've Learned By Doing Stuff." Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Oct. 16, 3-4:30 p.m.

"New Rules of Retirement," a Salt Lake Community College Foundation Planning Giving Advisory Council event. Attendees will learn strategies to help increase income in retirement, while potentially reducing taxation of hard-earned life savings, and receive a free income and risk analysis. Presenter is Todd Schwendiman, founder and president, Heritage Solutions Group. Location is Salt Lake Community College, Academic and Administration Building, Room 135, 4600 S. Redwood Road, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Oct. 16, 4-6 p.m.

Business B45 Networking, a West Jordan Chamber of Commerce event. Location is Sysco, 9494 S. Prosperity Road, West Jordan. Details are at westjordanchamber.com.

Oct. 17, 8 a.m.-5 p.m.

"Lean Six Sigma: Yellow Belt," a Salt Lake Community College event featuring an overview of Six Sigma and how people can easily implement this improvement process in their jobs. Location is Salt Lake Community College's Miller Campus,

9750 S. 300 W., Sandy. Cost is \$300 (\$150 per person for qualified companies). Details are available by contacting Mireya Castillo at (801) 957-5262 or mireya.castillo@slcc.edu.

Oct. 17, 11:30 a.m.-1 p.m.

Lunch & Learn, a West Jordan Chamber of Commerce event featuring a discussion about home and business security cameras. Location is Dixon Security, 3767 S. 2nd St., South Salt Lake. Free. RSVPs can be completed by contacting Mi Hui Blake at accounting@dixonsecurity.com.

Oct. 17, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a Sandy Area Chamber of Commerce event. Location is Los Cucos, 10585 S. State St., Sandy. Details are at sandychamber.com.

Oct. 17, 3:30-5 p.m.

ChamberWest Business Connections. Location is TownePlace Marriott West Valley City, 5473 W. High Market Drive, West Valley City. Free. Details are at www.chamberwest.com.

Oct. 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. Free. Details are at <https://utahsbdc.org/trainings>.

Oct. 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. Free. Details are at <https://utahsbdc.org/trainings>.

Oct. 17, 5:45-6:45 p.m.

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

Oct. 17, 6-8 p.m.

"Starting Your Business 101," a Salt Lake Small Business Development Center (SBDC) event. Location is Corporate Partnership Center, MCPC 110, 9690 S. 300 W., Sandy. Details are at <https://utahsbdc.org/trainings>.

Oct. 17, 6-9 p.m.

"The Power of Podcasting to Build Your Brand," a Utah Digital Marketing Collective event. Speakers are Jessica Rhodes, founder and co-owner of Interview Connections, and podcaster Justin Schenck. Location is Lucid Software, 10355 S. Jordan Gateway, No. 150, South Jordan. Free for DMC members, \$20 for nonmembers. Registration can be completed at Eventbrite.com.

Oct. 18, 8-10 a.m.

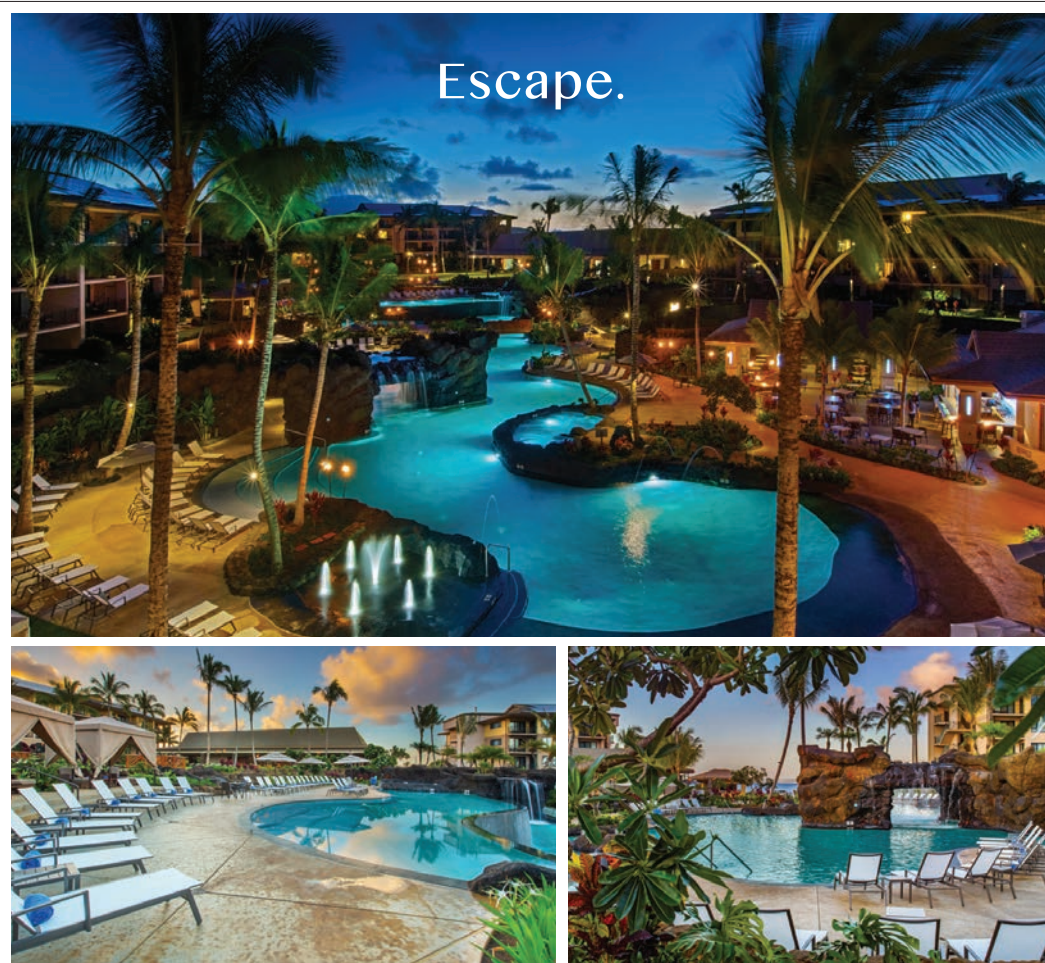
"Malls, Big Boxes and Their Entertaining Transformation," a ULI (Urban Land Institute) Utah event featuring a panel discussion about the transformation of retail. Speakers are Nicole J. Vanlaecken, senior leasing director at Woodbury Corp.; Nick Duerksen, economic development director of Sandy City and director of the Redevelopment Agency of Sandy City; a representative from Shops at South Town; and Brian Landru, director of national accounts at Phillips Edison & Co. Location is Shops at South Town, 10450 S. State St., Sandy. Cost is \$35 for ULI members, \$55 for nonmembers. Details are at utah.uli.org.

Oct. 18, 8 a.m.-12:30 p.m.

International Trade Conference, presented by U.S. Rep John Curtis. Topics include how trade and tariffs impact business in Utah, and insights and lessons learned from local e-commerce businesses who have taken their business global. Event also includes export workshops and a tariff panel. Location is Utah Valley University, 800 W. University Parkway, Sorensen Student Center, Orem. Free. Registration can be completed at Eventbrite.com.

Oct. 18, 9-10:30 a.m.

"Productivity: Hacks for Small Business With Your Brain," a Women's Business Center event. Speaker is Holly



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Headquartered in Salt Lake City with branches in St. George, Utah and Littleton, Colorado, Hunt Electric has been providing industry-leading services for a variety of commercial, industrial, and infrastructure projects throughout the Intermountain West, since 1986.

Hunt Electric's Innovative Approach Deploys 6 of 8 In-House Divisions on the UPS Western Regional Hub

United Parcel Service (UPS) is one of the leading multinational package delivery and supply chain management companies in the world. In July 2018 UPS opened the doors to its new Western Regional Hub near the Salt Lake International Airport. The \$275 million project has generated more than 1,700 permanent jobs helping to stimulate growth and the local economy. The 160-acre site includes a truck maintenance facility, a truck wash building, a retail commerce building, a security port for trucks, as well as employee parking and an employee entrance building. This new facility is now one of the company's largest national packaging centers, positioning Salt Lake to be a top distribution locale in the United States.

Layton Construction Company involved Hunt Electric early in the project, deploying six of eight in-house divisions to execute the project on budget and on schedule. During preconstruction, our in-house surveying team was utilized to capture and translate accurate underground as-buils into surveying equipment. This allowed the team to predetermine routes and more efficiently lay conduit during the underground phase, which was critical due to the aggressive project schedule. Looking for other creative ways to save time, Hunt Electric pre-installed all interior and exterior wall conduit prior to tilt-up, a new concept in this arena which drastically expedited the construction

schedule and set the pace for other onsite teams. All pre-bent conduit kits used were produced and assembled by the in-house prefabrication department, allowing for quick installation and cost savings to the client.

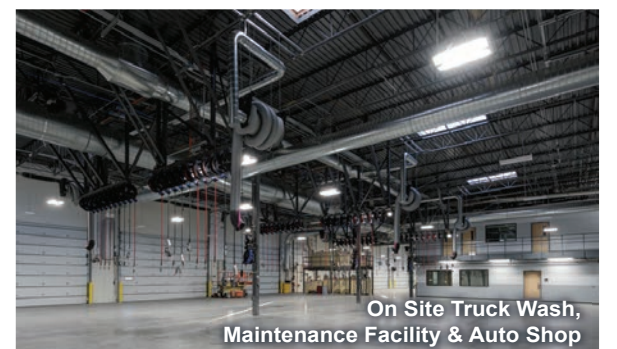
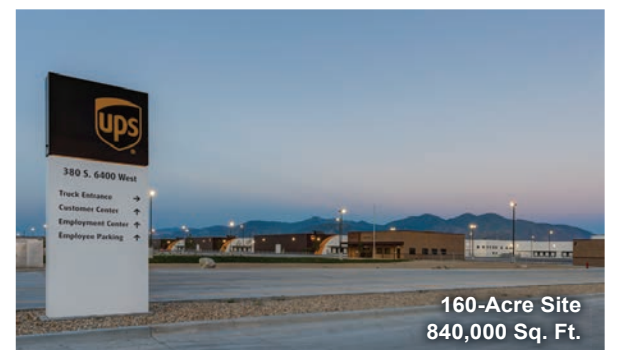





Our High Voltage Division designed and installed a substation solution for the project that could be delivered within the aggressive project schedule. Hunt Electric identified a solution provided by Construction Innovations, a company that was

able to provide a pre-kitted modular substation solution that minimized weeks of construction time. Due to the large power demand required to run the UPS facility, the project team designed and constructed a 138KV-12.47KV 12 Mega Watt substation with (2) 10 MVA transformer to feed the (6) 4000 A interior distribution substation which is located inside the facility.

The Hunt Electric Technology Division was brought on to design and install the facility's public safety infrastructure (DAS) to ensure connectivity to first responder radio systems, over 1000 fiber optic terminations, Wi-Fi, and a camera system (CCTV) used for in-house security and safety. As the project progressed, the team worked closely with the client to determine additional needs, including conducting multiple site surveys which resulted in expanding the DAS system for cell phone coverage throughout the buildings.

Our team also designed and installed all convenience power and lighting for UPS's complexed material handling conveyor system which is connected throughout the five outbound distribution wings. The entire facility measures 840,000 square feet, approximately the size of 17 1/2 football fields, and can process 69,000 packages per hour. That's over 600 million packages annually!



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CALENDAR

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Stokes. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Oct. 18, 11:30 a.m.-1 p.m.

"Multiplying Lasting Profitable Relationships," a West Jordan Chamber of Commerce

event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for non-members. Details are at westjordan-chamber.com.

Oct. 19, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Ann Granato,

candidate for Salt Lake County Council. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to everyone. Details are at murraychamber.org.

Oct. 19, 11:30 a.m.-1 p.m.

Innovation Series, a Utah Technology Council event, with the theme "Shared Economy." Location is Salt Mine Productive Workspace, 7984 S. 1300 E.,

Sandy. Registration can be completed at Eventbrite.com.

Oct. 19, noon-1 p.m.

Silicon Slopes Live, a lunch and live recording of a Silicon Slopes podcast featuring Sunnie Giles, president of Quantum Leadership Group. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at silicon-slopes.com.

Oct. 22, noon-1 p.m.

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

Oct. 23, 8-10 a.m.

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

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

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

Oct. 23, 10-11 a.m.

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

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

Women in Business Luncheon, an Ogden-Weber

Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at ogden-weberchamber.com.

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

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

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

Business After Hours, a Holladay Chamber of Commerce event. Location to be announced. Details are at holladaychamber.com.

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

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

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

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

Oct. 25, 8-11 a.m.

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

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

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

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see CALENDAR next page

CIGNA*from page 1*

the way that we build cultures inside organizations.”

Speakers at the forum cited statistics from the National Network of Depression Centers that indicate that absenteeism alone is estimated to cost U.S. employers nearly \$23 billion annually. Drug abuse costs employers about \$81 million each year. And of the 70 percent of substance abusers who remain employed, more than 42 percent admit that their work productivity suffers.

While much of the event, sponsored in part by *The Enterprise*, was designed to raise awareness about behavioral health and its ramifications, another focus was to suggest ways to help businesses better detect issues in their workplaces.

Doug Thomas, director of the Utah Division of Substance Abuse and Mental Health, said the goal often is not prevention as much as early intervention. Of the one in five American adults with mental illnesses, half of the cases are diagnosable by age 14 and 75 percent are diagnosable by age 24. “So we know we have an opportunity to intervene,” Thomas said.

“What we’ve come to learn over the last few years is behavioral [health] has been, in the employer group space, more and more of an issue,” said Jason Youngblood, director of behavioral strategy at Cigna. “And what we understand is that behavioral conditions are actually a lot more prevalent than people thought.”

The problems are exacerbated when understanding that of the people with mental illness or substance abuse, only about 40 percent will ever receive treatment for their condition.

“There’s a lot of treatment for substance abuse,” said James Hewett, social worker manager at St. Mark’s Hospital. “If you need resources, they’re there for you. ... It’s really about making sure that people know how to access those resources.”

However, speakers cautioned that before suggesting that a work colleague seek treatment, the colleague’s coworkers and supervisors should find ways to improve their ability to identify any behavioral health issues. Depression or anxiety can show itself in a worker’s edginess or restlessness, fatigue, impaired concentration, irritability, muscle aches, weight loss or weight gain, or difficulty sleeping. Anxiety disorders often coincide with physical illnesses such as stomachaches, headaches or neck and back pain. Issues with alcohol or drugs may be seen if a worker is making

mistakes, having accidents and injuries, causing damage to workplace equipment, showing up late to work or otherwise losing time at work, or demonstrating a loss in productivity. Those problems can cause workplace relationships to deteriorate and staff morale to suffer.

Del Bircher, director of behavioral health at St. Mark’s Hospital, said helping put a worker on the right path can be as simple as asking the worker, “You don’t seem like yourself. What’s going on?” That is a responsibility “that falls on all of us as coworkers,” he said.

“As we’re working with individuals who are struggling with depression or anxiety, there are some concrete things that we can do as peers, as coworkers, as supervisors, to assist with treatment or helping an individual with a relationship to this issue,” Bircher said.

Youngblood spoke about the stigmas associated with behavioral health issues and how they can make a person hesitant to seek treatment. However, Hewett said that part of a discussion with a person suffering from those issues is emphasizing that treatment works.

“If we do have a person who is struggling with these things, it’s just educating them on the effectiveness of treatment,” he said. “A lot of times, when people are so depressed or anxious or they’re struggling with substance abuse, what’s one of the symptoms? Helplessness and hopelessness. In other words, ‘Nothing is going to help me. Therapy is crap. Come on, I’m doomed to just kind of live this life of misery.’ So having somebody that says, ‘No, treatment is effective, you can get help for this’ is huge.”

Like Thomas, Bircher said that catching and addressing the issues as early as possible can make a difference in the outcomes. “I think that we have to get better as coworkers, as supervisors, really changing our culture, so that we’re helping folks to be able to access services before it gets to the point that they need that direct inpatient kind of treatment,” Bircher said.

To boost awareness of behavioral health issues in the workplace, Hewett and Bircher are making presentations once or twice a month at local businesses.

“A lot of times we’re doing it in conjunction with their Health and Wellness Week,” Hewett told the forum audience. “It feels like we’re, like everybody in this room, just trying to get mental health awareness out there, help people know that treatment works, [that] treatment is helpful, don’t be afraid, don’t be scared to go and get that help if you know of somebody who needs the help or if you yourself need the help.”

CALENDAR*from previous page***Oct. 25, 4-6 p.m.**

ACG Utah After Hours. Location is Topgolf Utah, 920 Jordan River Blvd., Midvale. Cost is \$20 for members, \$25 for nonmembers. Details are at <https://www.acg.org/utah/events/acg-utah-after-hours-topgolf> or by contacting Linda Blake at linda@acgutah.org or (801) 359-8613.

Oct. 25, 5-7 p.m.

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

Oct. 25, 6-7 p.m.

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

Oct. 25, 6-7 p.m.

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

Oct. 25, 6-7 p.m.

Accounting Clinic, a Small Business Development Center (SBDC) event. Location is the

Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

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

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

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

“ADA: Managing Disabilities in the Workplace,” an Employers Council event designed to help employers better manage disabilities in the workplace by exploring who is disabled under the Americans with Disabilities Act. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

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

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

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

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

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

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

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

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

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Opinion

Congress' last-minute budgeting: Bad bills come from those who wait

If there's something the government does well, it's spend money. It does it with great fervor, no matter who's in charge of Congress or the White House. And it's made easier these days, thanks to our legislators' collective unwillingness to follow a regular budget process and their carelessness about the fiscal health of this country. Case in point: the \$854 billion Senate spending bill just signed into law by Pres. Trump.

Considering how large the total spending package is, you'd think it might pay for all discretionary spending (that's the part of the budget that funds transportation, defense, infrastructure, education and more). But it's only a little more than 65 percent of discretionary spending for 2019. Instead, it covers just one year of defense spending (a Republican priority) and the Labor, Health and Human Services and Education bill (a Democratic one). As for the remaining discretionary spending, it's provided in a smaller bill meant to fund the government through Dec. 7.

The best way to describe the funding vehicle is as a political balancing act that

allows Congress to, yet again, fail to deliver on its No. 1 job: passing an annual spending bill on time. Pretending this isn't how it's been done for years now, Vermont Sen. Patrick J. Leahy, the top Democrat on the Senate Appropriations Committee, defended the move by saying, "This is necessary to ensure that we do not face a government shutdown in the event that we do not finish our work on the remaining bills."

As all procrastinators know, the longer you delay what you should be doing — and the closer to the deadline you let yourself go — the sloppier the final product will be, the more opportunities you'll miss and the less you'll be able to meet your goals. Congress found itself yet again scrambling to avoid a partial government shutdown on Sept. 30. This is also another missed opportunity to address the overspending issues the Republicans promised voters they would take care of once in power. And, for better or worse, the Republicans in Congress did not meet many of their budget goals, like defunding Planned Parenthood.

The funding package was approved in

the Senate with a bipartisanship rarely seen in the higher chamber these days. Only seven senators voted down the bloated spending bill. And in the House, it got all the support it needed to make it to the president's desk, where — despite Trump's protest about the lack of funding for a border wall — it was signed into law.

Most of the conservative criticism revolves around the lack of funding for a wall that would do nothing to address the need for immigration reform. To the extent that they complain about excessive funding, it's for the roughly \$550 million going to Planned Parenthood. Some critics also register a few complaints about busting the nondefense caps imposed by the Budget Control Act of 2011. They fail, however, to note that busting the defense caps, like this and earlier budget deals does and did, is no more acceptable. Nor do they duel on the fact that the higher spending levels are the product of the last February's Bipartisan Budget Act of 2018, which further eroded 2011's fiscal restraints while growing the debt by \$300 billion.

With a deficit about to reach \$1 trillion — several years ahead of schedule — and with the federal debt exploding, the

only thing serious legislators should do is go through the budget line by line to see what programs should be trimmed or terminated. Granted, the fast-growing part of the budget isn't the discretionary side but the mandatory one (with Social Security, Medicare and Medicaid). Yet everything should be up for review. There should be no sacred cows.

This should apply to the defense budget, too. Not all additional dollars spent on defense actually increase national security, because — like everything else in the budget — it falls victim to parochial interests and mismanagement. Yet time and time again, conservatives in Congress are so obsessed with adding more spending to the \$650 billion defense budget that they easily agree to increase spending for most discretionary programs.

Unfortunately, cutting spending takes time and discipline. It can't be done at the last minute in a bill meant to avoid a shutdown.

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

Trump's 'America First' worldview is hastening a post-American world

President Trump's recent speech at the United Nations was an intelligent — at times eloquent — presentation of his "America First" worldview. He laid out an approach of pursuing narrow self-interest over broader global ones and privileging unilateral action over multilateral cooperation. But Trump might not recognize that as he withdraws America from these global arenas, the rest of the world is moving on without Washington. Wittingly or not, Trump seems to be hastening the arrival of a post-American world.

Take one of his first major actions, pulling out of the Trans-Pacific Partnership, the sweeping trade deal conceived during the George W. Bush administration and negotiated by Barack Obama's administration. It was an attempt to open long-closed markets like Japan but also to create a grouping that could stand up to China's growing muscle in trade matters.

The other 11 TPP countries decided to keep the deal minus Washington, which simply means America will not gain access to those markets. Japanese Prime Minister Shinzo Abe, while sweet-talking Donald Trump, also quickly struck a free-trade agreement with the European Union, creating one of the largest economic markets in the world and giving opportunities to Europe that might otherwise have gone to America.

As Ivo Daalder and James Lindsay point out in a forthcoming book, *The Empty Throne*, if you are not at the table, you are on the menu. When Washington steps away,

the global agenda is shaped without American input. So, withdrawing from the U.N. Human Rights Council simply means that American diplomats will watch the group's routine condemnations of Israel from the sidelines, while having less ability to bring moral pressure to bear on despots everywhere.

The Trump administration's constant attacks on the World Trade Organization, an American idea, have left the field wide open and China is eagerly jumping in to shape the rules and conventions that will govern global trade. When Trump cuts funding for various international agencies, he is playing right into the hands of Beijing, which has long sought greater influence in these bodies. China will happily pick up the tab and accept new posts, along with the status and clout that they bring. Similarly, the bizarre and continued absence of key American diplomats — no assistant secretaries of state for East Asia and South Asia; no ambassadors to Saudi Arabia, Turkey, Egypt and South Africa, among others — means that American interests are not represented.

Perhaps the most interesting new effort to sidestep America has come from the Europeans, in reaction to Trump's decision to pull out of the Iran nuclear pact and re-impose financial sanctions on Iran and anyone who does business with it. Because of the immense global strength of the dollar, few major companies are willing to engage commercially with Iran — since dollars are the most commonly used currency for interna-

tional transactions. This has infuriated the Europeans, who believe they should have the ability to do business with anyone they want.

They are therefore trying to create an economic mechanism that can bypass the dollar. As E.U. High Representative Federica Mogherini told me recently, "We cannot accept, as Europeans, that others — even our closest allies and friends — determine and decide with whom we can make business with or trade." She indicated that others — presumably the Russian and Chinese — might join this effort. Were the European Union efforts to succeed, they would put

a dent in the most significant element of American financial power — the unrivaled role of the dollar in the global economy.

The truth is, the European effort is unlikely to succeed. The dollar's clout has actually increased in recent years as a globalized international system has needed a common currency. The euro's future remains in doubt, China's yuan isn't even convertible, Japan's yen represents a country in deep demographic decline. And yet, it seems foolish for the United States to

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FAREED
ZAKARIA



Opinion

Ford suffered cruel and unusual punishment at the hands of ... the Democrats

In 1789, Benjamin Franklin famously wrote: "Our new Constitution is now established, and has appearance that promises permanency; but in this world, nothing can be said to be certain except death and taxes." After watching the latest retake of the Brett Kavanaugh Supreme Court confirmation hearings, I would like the last sentence of Ben's quote to read: "But in this world, nothing can be said to be certain except death, taxes and politics."

I was watching the Ford-Kavanaugh hearing in the family room when my wife entered the room and commented, "Who cares what someone puts in their yearbooks? It's ridiculous." She then asked, "How can you watch that?" I replied, "This is the most important thing I have ever watched."

Let me try and explain my last remark. America was founded on the rule of law. The Constitution does not say that people can rule the country with innuendos, distortions, unfounded accusations and the over-

throw of due process. No, the Constitution says that we are to be governed by the rule of law.

What we were witnessing in the Ford-Kavanaugh hearing was a sham. The Democrats were trying to sidestep the Constitution in their favor so that they can win an election to determine how you and I should live. This is against everything that I have been brought up to believe. Not only is it not fair, in my opinion, it borders on criminality.

The true victim of the hearings was Dr. Christine Blasey Ford. Ford's opening remark was, "I am petrified being here." What in the world were the Democrats thinking? Ford, a victim of sexual assault, just wanted to do her civic duty and sent a letter to Sen. Dianne Feinstein telling her she was sexually assaulted by Judge Brett Kavanaugh — and requested confidentiality.

As a political ploy, the Democratic senator — or members of her staff — released

the letter to the press after holding it for six weeks. I must admit that the tactic threw a monkey wrench into the confirmation hearings.

Not only was Ford's unfortunate situation exposed to millions of Americans, just think about the harmful effects to her family. You also can't forget what the Democratic senators did to Judge Kavanaugh and his family. Eight people will be marred for life. I am horrified by the cruel acts that Feinstein and her cronies pulled. Not only was it un-American, it goes against any principle of human decency.

Thank God for Lindsey Graham. His remarks were right on. He challenged his fellow Republicans to all vote for Judge Kavanaugh and I can't imagine one Republican senator not doing so. If Brett Kavanaugh does not end up on the Supreme Court, our country is not only in deep trouble, it is the end of your and my freedom.

I listened to both Ford's and Kavanaugh's testimonies and I believe that both parties are saying what they believe. And

I also listened to what the Democrats said and I was shocked by how cruel they were and, in some cases, they sounded like idiots.

After the hearings were over, I heard the pundits say that this is just politics and the Democrats had a good game plan. If that was a good game plan, I really think that the Dems have lost the game.

I like to think of myself as a thick-skinned kind of a guy. I was a street salesperson and got knocked around all day long. I got "no" as an answer 95 times before I got a "yes." I had one guy tell me that he was busy and to come back and see him in a year even before I introduced myself. This is the life of a street salesperson.

If I were in Brett Kavanaugh's shoes, I would have lost it. But he didn't lose it and he sold me that he will be an outstanding member of the Supreme Court of the United States.

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



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BLM
from page 1

Enefit project in general — has been actively opposed by environmental groups. Enefit advertises its oil extraction process as stable and efficient, but environmentalists argue it's similar to strip mining and is extremely water-intensive. "We're taking a very close look at this," the Center for Biological Diversity's Michael Saul told Politico in response to the September ruling. "This project in particular is a terrible idea. We're evaluating our options."

Enefit said in a news release that the BLM's environmental review found that the utility corridor would have less environmental impact than other alternatives such as trucking commodities into and out of the remote project site. The company said that if it can't connect to a nearby power line, it likely would need to build its own power plant.

Ted Zukoski, an attorney with the conservation group Earthjustice, told the *Grand Junction Daily Sentinel*, "BLM has chosen to pave the way for a project that will strip mine up to 9,000 acres and consume thousands of acre-feet of water in the arid Book Cliffs in order to create more fossil fuel at a time when America is so awash with oil we're exporting it. And they did this without bothering to disclose to the public the impacts of mining and processing millions of tons of oil shale per year. We'll be taking a hard look at challenging this decision."

Interested groups and individuals have 30 days from the decision date (Sept. 26) to file appeals of the BLM decision. Enefit, though, is not anticipating any problems. The company said on its website that "all concerns raised by third parties throughout the EIS process have been resolved to the BLM's satisfaction. What's more, the agency

has been very mindful of closely following all process rules and requirements in anticipation of a legal challenge, so we're optimistic that any appeals will not be successful."

"This is a tremendous milestone for our future project and for energy development in Utah and the Mountain West region," Enefit CEO Rikki Hrenko-Browning said in the company's release.

The BLM said in a news release that the corridor project approval is consistent with the Trump administration's goal of American energy independence "and supports the creation of jobs that help local communities grow."

BLM Deputy Director Brian Steed said in the release, "Right-of-way projects are tremendous economic drivers that involve critical coordination with our neighbors and stakeholders. We are proud to do our part to move this important energy project forward."

"We have worked closely and cooperated fully with the BLM and other federal, state and local agencies since the environmental review process began in late 2012," Hrenko-Browning said. "Many potential concerns were identified by agencies, interest groups and the public during the process and we appreciate the BLM's diligence in determining that these issues can be adequately addressed to allow a right-of-way easement across this federal property."

The BLM decision doesn't cover the actual oil shale mining and retorting project. It said in its decision that it has no jurisdiction over that project and the project "could be built and operated regardless" of its right-of-way decision. The BLM said that to its knowledge, no mine plans for the project currently are filed with the state of Utah, which would review and decide on any mine proposal.

The BLM said construction of the pipelines, power lines and road would generate about 85 to 110 jobs over several years.

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International Relief Teams Seeks Skilled Construction Volunteers

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes. Our construction teams are currently working in Louisiana in the aftermath of last year's record floods, and anticipate we will be needed in Texas in the near future.

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

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

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

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

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

CENTER

from page 6

around the world."

Mitt Romney, a U.S. Senate candidate and longtime friend of Gardner, also spoke at the center's grand opening and said it is important for clinicians to share what they know to improve the life and health of communities.

"We are stewards of Intermountain's long tradition of innovation, and this Transformation Center will be a hotbed — locally, regionally, nationally and globally — as we seek to advance that tradition," said Dr. Marc Harrison, Intermountain Healthcare president and CEO, at a recent dedication ceremony.

"I feel like I'm standing in a place where the future is going to be created," Harrison told those gathered for the grand opening. "I'm confident we're going to make a big difference here."

Harrison told the crowd that more than 40 percent of the care provided at Intermountain facilities is now prepaid.

"We are finally incentivized to keep people well," Harrison said. "Because, in the end, healthcare is a people business. It is an opportunity, an obligation, an honor and a privilege to touch people in some of their times of greatest need." He said the center will be instrumental in "helping people live the healthiest lives possible. This is a great day — for now and into the future."

"This building is not only beautiful, it's inspiring," said Dr. Charles Sorenson, former president and CEO of Intermountain Healthcare and founding director of the Intermountain Healthcare Leadership Institute." Sorenson, whose idea was the impetus behind the new center, said "Changes need to happen on the front lines of healthcare, where clinicians interact with the patient, focusing on preventing serious illness and injury in the first place."

Intermountain said that the Transformation Center will help Intermountain clinicians improve healthcare both in the U.S. and abroad in specific areas such as innovation. Advancements in healthcare being developed at Intermountain will continue forward in the new facility, including creating tools to better meet the needs of caregivers and patients. For example, with the Innovation Lab at the Transformation Center, 3D technology is being used to print copies of patient organs. This allows clinicians to gain additional insight into performing life-changing surgeries that weren't previously possible.

Intermountain also said the center will be a boon to the Utah economy with the many health professionals from around the U.S. and the world that will come to the Salt Lake City area to receive training. Intermountain cited the "internationally re-

nowned" Intermountain Healthcare Delivery Institute, which has relocated to the Transformation Center and has already attracted more than 5,000 doctors, nurses and others to attend its courses.

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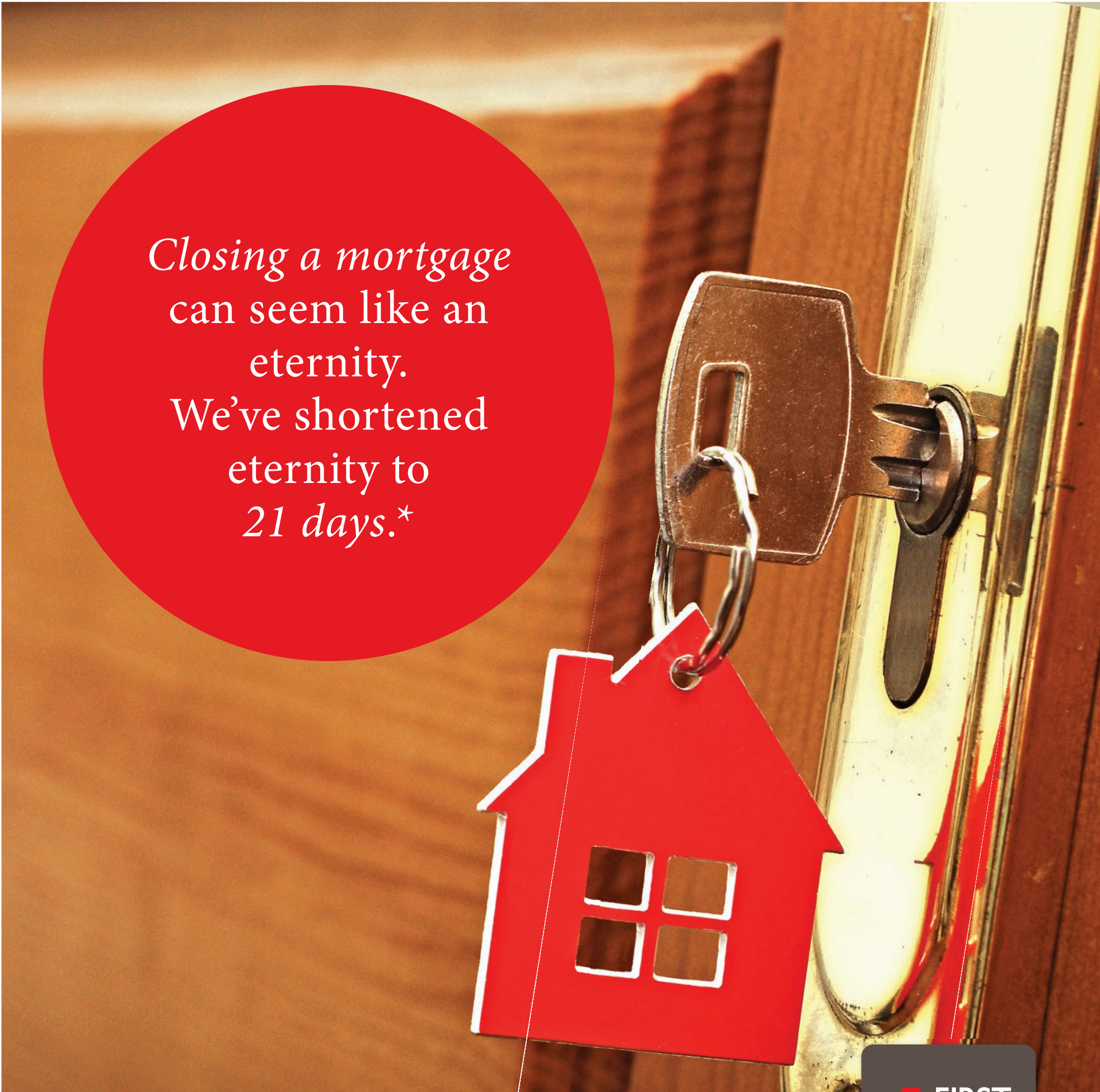
pursue policies that produce the desire to curtail American power, bypass Washington and create new arrangements — especially among America's closest allies. It's one thing for Russian President Vladimir Putin and Chinese President Xi Jinping to be trying to usher in a post-American world. It's another for Europe to take the lead in doing so.

The result of America's abdication will not be European or Chinese dominance. It will be — in the long run — greater disorder, the erosion of global rules and norms, and a more unpredictable, unstable world with fewer opportunities for people to buy, sell and invest around the globe.

In other words, it means a less peaceful and prosperous world — one in which American influence will be greatly diminished. How is this a victory for the U.S.?

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