

OF NOTE



Bullets, but no guns

Vista Outdoor is getting out of the gun-making business. The Farmington-based, nationwide employer of 6,400 is looking to sell its Savage and Stevens firearms brands but will continue to make ammunition, which the firm described as its "largest core business." Vista faced pressure from outdoor retailers to stop producing guns following the mass shooting at a Parkland, Florida, high school in February.

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Herbert decries 'restrictionist' measures in summit speech

Brice Wallace
The Enterprise

In a passionate plea that elicited occasional robust applause, Gov. Gary Herbert recently urged national government officials to refrain from tariffs or other restrictionist measures that the governor believes could hinder Utah companies involved in international trade.

Speaking at the 12th annual Utah Economic Summit, Herbert — without mentioning names — said he is concerned about "some of the rhetoric I hear coming out of Washington, D.C." that is critical of international trade. Utah companies last year exported nearly \$11.5 billion in goods and services and nearly one in four Utah jobs

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Leaders unite to address housing affordability gap

The Salt Lake Chamber has teamed with Utah business leaders to address the state's growing housing affordability problem. The group met last week to launch the Housing Gap Coalition, a business-led group that is the first of its kind in the nation, according to the group.

"As a business community, we've had great success when we've worked together to address other issues like transportation and education," said Derek Miller, president and CEO of the Salt Lake Chamber and Downtown Alliance. "In a similar fashion, we've organized the Housing Gap Coalition to proactively address housing affordability before it becomes a crisis."

The Housing Gap Coalition is in direct response to a study, commissioned by the Salt Lake Chamber and conducted by the Kem C. Gardner Policy Institute, which shows the rate that housing prices are increasing in Utah will threaten the cost of living, economic prosperity and quality of life. Unchecked, average Utahns will be priced out of the housing market in 26 years, the coalition said. Already, Utah housing is more expensive than some of the state's top competitor cities in economic development.

"Part of our growth and prosperity in this state is due to the fact that so many Utahns want to stay here, close to their families and in the communities they love," said Steve Starks, president of the Utah Jazz and Larry H. Miller Sports & Entertainment, and chair of the Housing Gap Coalition. "The way things are going, that simply won't be possible for many. They'll be priced out. Housing affordability is the greatest unaddressed threat to our economic prosperity in Utah."

The business community is determined to address the issue before it becomes a crisis, Starks said. The Housing Gap Coalition is looking at opportunities to get in front of this issue.

The Gardner Institute study shows that actionable steps can be taken, like adopting zoning that allows for a variety of housing types and prices to meet the needs of Utahns at all stages of life, improving cost-prohibitive impact and permit fees and supporting multi-use land development.



The winner crosses the finish line at the Utah Motorsports Campus near Erda last summer in the Pirelli World Challenge GT Class Grand Prix. Following years of legal battles, Tooele County has put the embattled facility up for sale, looking for a buyer that will keep the racing venue operating.

With legal woes in rearview mirror, Tooele raceway back on the market

John Rogers
The Enterprise

With almost three years of legal wrangling out of the way, Tooele County officials have put the Utah Motorsports Campus (UMC) back on the market. The facility is an auto, motorcycle, bicycle and kart racing facility that sits on 511 acres in the unincorporated rural Erda area just outside of

Tooele. According to the county's sale announcement, parts of the installation — such as the Lucas Oil Grandstands are excluded from the offering.

In early summer 2015, the Larry H. Miller Group — which built and operated what was originally known as Miller Motorsports Park — announced that it would

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Dominion Energy seeks rate decrease

Dominion Energy Utah is requesting an \$82.7 million decrease in its Utah natural gas rates. If the request is approved by the Public Service Commission of Utah (PSC), the decrease will lower the typical residential customer's annual bill by about \$60 beginning June 1.

"This rate decrease is due to lower gas-production costs of company-owned supplies, tax reform savings and the lower cost of market gas purchases for Utah customers," said Colleen Larkin Bell, vice president and general manager of Dominion Energy Utah. "As a result, our rates continue to be among the lowest in the nation."

At least twice a year, Dominion Energy and the PSC use third-party forecasts of natural gas prices to estimate how much the utility's rates should be adjusted to cover anticipated costs of buying natural gas for its customers, Bell said. These costs are passed on to customers with no markup and have no impact on the utility's profits. The "pass-through" adjustments simply enable the company to change rates to reflect changes in gas supply and other costs.

Dominion Energy Utah is a subsidiary of Virginia-based Dominion Energy and provides natural gas service to 1 million Utah homes and businesses.

OED launches C-PACE

The Governor's Office of Energy Development (OED) has launched the Utah C-PACE District and Provo is the first city to opt into the commercial building energy financing program. Commercial Property Assessed Clean Energy (C-PACE) is a financing structure in which building owners borrow money for energy-efficient and renewable energy projects and make repayment through an assessment on their property tax bill. The financing arrangement remains with the property even if it is sold.

C-PACE financing is funded by private investors, but is only available in jurisdictions created by legislation and designated by agencies such as OED. This requirement was fulfilled by the OED declaration of the Utah C-PACE District.

C-PACE provides zero down and up to 100 percent private financing for up to 30 years for commercial building improvements. Improvements can include energy-efficiency upgrades, renewable energy systems, water conservation measures, seismic upgrades, hybrid elevators and escalators, electric vehicle infrastructure and parking automation.

"We're proud to advance Utah's economy and air quality through the Utah C-PACE District, allowing building owners to achieve affordable energy costs while making important upgrades," said Laura Nelson, Gov. Gary Herbert's energy advisor. "With the energy savings from the improvements, it's possible for building owners to be cash flow positive from Day One."

Provo will be joining the Utah C-PACE District in May and additional cities are pending. Once a city or county opts into the program, commercial building owners can work with the C-PACE District to access new templates and tools to implement their projects.

"Opting into the C-PACE District was the best option for Provo. We want to see building improvements, economic development and fewer emissions, but don't want to take on the burden of building our own program. We are in the process of opting in now and look forward to realizing C-PACE benefits throughout our city," said Provo Councilman David Sewell. "By joining the district, local cities and counties can enjoy the benefits of C-PACE financing without committing staff resources."

BYU buys station, saves classical format

In October, BYU Broadcasting caused ripples among classical music lovers along the Wasatch Front when it announced the "consolidation" of its radio format by moving the SiriusXM-exclusive BYUradio to a simulcast on its KBYU-FM radio dial spot, eliminating the classical format. June 30 was announced as the date that KBYU-FM would disappear and fans of the format raised a stink — especially on social media.

Now that won't happen. BYU apparently heard the cries of its listeners. In an announcement on April 26, BYU Broadcasting announced the purchase of KUMT-FM 107.9, an 89-kilowatt slot licensed to Randolph in Rich County and owned by Community Wireless of Park City, which also owns and operates KPCW in the Park City area. Terms of the sale were not disclosed.

In a release, BYU Broadcast-

ing explained, "However, following a thorough strategic review of its nationwide broadcast and digital channels and seeking a way to keep classical music in Utah based upon listeners feedback, BYU Broadcasting became aware that KUMT-FM, which provided a coverage footprint that included most of the Wasatch Front, was up for sale. The strategic decision by BYU Broadcasting to enter into a purchase agreement with KUMT-FM in early April will preserve an over-the-air classical music station in Utah and allow Classical 89 to continue to operate on its current frequency at 89.1 and 89.5 on the FM dial." The pending purchase is subject to technical compliance and FCC approval, BYU said.

"We are delighted that we can now showcase our national radio product right here along the Wasatch Front," said Michael Dunn, managing director of BYU

Broadcasting. "And I am just thrilled for what this means to our thousands of ardent Classical 89 fans we have in this market. This acquisition is truly a win-win for all."

BYUradio has continued to grow its nationwide audience on satellite radio by offering more than 3,000 hours of original content each year, including unprecedented growth in podcasts, the school said. BYUradio is the only Utah-based radio service available nationwide on SiriusXM. BYUradio is a 24/7 non-commercial radio with a mixed format of live-hosted talk, entertainment, public affairs and classical music programming and includes hundreds of hours of live collegiate sports broadcasts.

Owned by Brigham Young University, BYU Broadcasting operates BYUtv and BYUradio from its production studios and distribution facility in Provo.

Alpine acquires InstaCandy

American Fork-based Alpine Subscriptions has acquired InstaCandy, a candy and confections subscription box service with

operations in the U.S. and Canada. Alpine said it acquired the monthly candy service to expand its foray into the consumer lifestyle arena. Terms of the sale were not disclosed.

"InstaCandy has done a fantastic job in developing a great consumer brand and growing domestic and international memberships quite rapidly," said Marc Miller, founder and CEO of Alpine Subscriptions, in a release. "Operating and growing quality consumer lifestyle subscription brands for the long term is Alpine's mission and InstaCandy is an exciting addition to our portfolio."

"Alpine's quite sophisticated and uniquely efficient operational network makes them the ideal profile for the continued scale of the service," said InstaCandy founder and CEO Ben Behrouzi. "We welcome their plans to expand the brand to even larger pools of consumers over the coming years."

Alpine also owns subscription brands PaceCrate and The Lacrosse Box. PaceCrate delivers running gear, including Under Armour sportswear, running tape, protein bars, headbands, water bottles, and sports packs to subscribers each month. The Lacrosse Box offers a variety of lacrosse gear and accessories.



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Wheeler shuffles top leadership, Bryan Campbell named president

Wheeler Machinery Co. of Salt Lake City has appointed Bryan Campbell as president and Jonathan Campbell as executive vice president. The promotions were effective April 16. Rob Campbell, former president, and Paul Campbell, former executive vice president, will assume the roles of chairman and vice chairman of the board, respectively.



Bryan Campbell

In 2002, Bryan Campbell began his career at Wheeler in the warehouse, pulling parts. Since then, he has held a variety of positions, including sales representative, service manager, product support sales manager and most recently vice president of product support.



Jonathan Campbell

He received his bachelor's degree from the University of Utah and his MBA from the University of Phoenix.

"Jonathan and I are excited and humbled by the opportunity to serve our employees and customers in our new roles. Our goal is to continue to make Wheeler Machinery a great place to work and to continue to provide superior service and support to our customers," said Bryan Campbell.

Prior to his position as executive vice president, Jonathan Campbell served as vice president of sales and rental. He has

held numerous roles at the company, including general manager of sales and rental, credit manager and crushing quarry supplies manager, since beginning his career with Wheeler nine years ago. He received both his bachelor's in finance and MBA from the University of Utah. In his new role, Jonathan Campbell is tasked to double the dealership's annual revenue through the acquisition of complementary products, services and businesses.

Both Utah natives, Bryan Campbell and Jonathan Campbell are members of many local and national trade associations related to the industries Wheeler serves, such as Associated General Contractors, Associated Equipment Distributors, Associated Builders and Contractors, Utah Mining Association, Utah Nursery and Landscape Association and others.

With the changes, Steve Green has been named vice president of sales and rental and Ben Romney is now at the helm of Wheeler's parts and service operations as vice president of product support. Jeff Ipsen remains chief financial officer and vice president of corporate services.

"We've diligently prepared for this transition and we have great confidence in our next generation of leadership. Wheeler's associates and customers are in good hands, and our best days lie ahead," said Rob Campbell.

Wheeler Machinery Co. is a full-service Caterpillar dealer with locations throughout Utah plus one in Nevada. It serves the industries of construction, landscaping, mining, quarry and aggregate, agriculture, oil and gas and others.

Utah joint venture buys catheter maker

Two Utah firms, Biomerics of Salt Lake City and Springville's ATL Technology, have formed a joint venture to purchase Indianapolis-based Catheter Research Inc. (CRI) along with its facility in Costa Rica. CRI is a manufacturer of interventional catheters, tube sets and other assemblies for medical devices, with expertise in tube extrusion, catheter assembly, and final FDA product packaging for sterilization. CRI services OEM customers as well as sell their own catheter line under the brand Thomas Medical.

"This acquisition is consistent with Biomerics' strategy to expand and invest in additional production and engineering capabilities to develop a global competitive advantage," said Travis Sessions,

CEO of Biomerics. "CRI's products, manufacturing locations and technology complement our current portfolio and broaden our product offering."

"Through the addition of CRI, we are in a position to serve the medical device industry at an even higher level," said Brad Brown, CEO at ATL. "This expansion of our global network offers numerous benefits to both national and international OEMs. Now, combining ATL's connector know-how with CRI's catheter capabilities, we will make optimal use of our expertise and specialties relating to catheters and custom engineering in delivering a best-in-class product."

CRI has manufacturing both domestically and outside the U.S. The employees at these lo-

cations will be working closely with teams from ATL and Biomerics throughout the integration process and as they work to expand the Costa Rica operation.

Biomerics specializes in the design, development and production of medical devices for diagnostic and interventional procedures for the cardiovascular, structural heart, cardiac rhythm management and vascular access markets. The company, formed in 2009, has five locations, including facilities in Minnesota and Utah.

Founded in 1993, ATL Technology delivers connectivity solutions for medical devices, including connectors, wire design, overmolding, wire harness automation, surface mount technology and injection molding.

Report shows strong future for 'core IT'

A new study of Utah's information technology industry shows a fast-growing and high-paying sector for those with STEM (science, technology, engineering and math)-focused bachelor's degrees and higher, as well as those with vocational training. The in-depth labor market study focused on coding workers, or "core IT" — those who design and build an IT company's product.

Key findings of the study, "A Labor Study of Software Publishing and Computer Systems Design," conducted by the Utah Workforce Research and Analysis Division, highlight the core IT industry's strength and room for growth. With more than 90 percent of core IT new hires coming from other industries within Utah, researchers believe the vast majority are Utah-educated.

"Most encouraging to me is that much of the talent found in this industry is Utah-grown and Utah-educated," said Jon Pierpont, executive director of the Department of Workforce Services. "We are committed to continue providing development pathways in relevant and prospering industries for Utah's skilled workforce to find the right opportunities for them and their families."

Computer and mathematical occupations make up half of the core IT industry's occupational mix and, within that, two-thirds are programmer, analyst and developer occupations. The study found that core IT occupations pay noticeably above the Utah all-industry average wage.

Researchers with Workforce Services validated the long-held belief that Utah's core IT is pros-

pering, based on Utah's IT economic growth paired with a trained and educated workforce ranging from certificate, vocational and associate degree levels — levels that establish foundational coding skills — to STEM-focused bachelor's degrees.

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Salt Lake City area industrial leasing climbs to historic levels

For the sixth straight quarter, industrial leasing has topped 1 million square feet in the Salt Lake City market, according to CBRE's Market Report released last week. The streak amounts to the longest run on record for Salt Lake County.

According to the report, lease activity has been facilitated by a sustained high level of development. During the first quarter of 2018, industrial developers applied for 1.3 million square feet of speculative industrial permits.

The trend is likely to continue as Phase One of the Salt Lake City Port Global Logistics Center was also announced during the quarter. The center is a planned 3,000-acre logistics park in the Northwest Quadrant of Salt Lake City. Phase One is currently slated to consist of 10 buildings totaling approximately 7.5 million square feet.

"Salt Lake's industrial market has experienced remarkable growth in the recent past and it shows no signs of slowing down," said Jeff Richards, senior vice president at CBRE. "With the announcement of the Salt Lake City Port Global Logistics Center, the local industrial market has potential to increase in size by 39 percent in the future. This is just one example of the extraordinary momentum occurring in Utah's industrial segment right now."

New construction delivered

during the first quarter of 2018 totaled 500,000 square feet, with 4.4 million square feet currently under construction. Of the total, 2.2 million square feet is speculative construction that is scheduled to be delivered before year-end 2018, while the other half is made up of build-to-suit and owner-user developments.

More retail closures took place during first quarter, but the market has evolved in its ability to withstand market adjustments, CBRE said. Over 175,000 square feet of large retail blocks were newly vacated, accounting for most of the jump in vacancy, which went from 6.7 percent to 7.3 percent. Though this has affected the local retail market, this shock was smaller and less abrupt than that of last year, Utah vacancy climbed 2.1 percentage points from 2016's second quarter through to the second quarter of 2017. As irrelevant retail concepts phase out, efforts to adapt centers for modern consumers are taking shape. Landlords continue to modernize retail centers with a focus on convenience, value and experience. Some vacant blocks are up for complete redevelopment into multifamily-anchored centers. Most of the 83,371 square feet of construction completed by quarter-end was in re-

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California firm buys Chris & Dick's

Interior Specialists Inc. of Irvine, California, has acquired Chris & Dick's Cabinets and Countertops LLC, a provider of cabinet and countertop installation services in the Salt Lake City market. Chris & Dick's serves homebuilders and home owners in the residential construction industry.

Chris & Dick's started in 1975 and employs about 75 in its Utah operations.

Interior Specialists CEO Alan Davenport said, "We are excited to welcome the Chris & Dick's team to the ISI family and to bring their collective history of success and experience to the organization. Chris & Dick's embodies the customer-focused approach that has made ISI the nation's largest provider of interior finish

products and design center management services. This acquisition will further expedite ISI's growth in Utah after we had established an ISI operation there in 2017."

"The partnership with the Chris & Dick's team will make a powerful combination to serve the flooring, cabinet and countertop turn-key installation needs of our customers and to introduce ISI's industry-leading design center technology to the Utah market," said Jeff Trapp, ISI's senior vice president of national sales.

Interior Specialists Inc. is a provider of interior design, design center management and installation services operating from over 160 locations across the United States.

Strong economy threat to housing affordability

The Kem C. Gardner Policy Institute at the University of Utah has released a report on the rapid appreciation of housing prices in Utah and the threat to affordability. The report expands upon an earlier research brief released in March.

Researchers found that Utah's rapid employment and demographic growth has produced exceptionally strong demand for housing, which in turn has put upward pressure on housing prices. A housing shortage has ensued, with the supply of new homes and existing "for sale" homes falling short of demand. While the impact of higher housing prices is widespread, affecting

buyers, sellers and renters in all income groups, those households below the median income and particularly low-income households are disproportionately hurt by higher housing prices, the report found. For these households, higher housing prices can lead to a severe housing cost burden — paying more than 50 percent of their income toward housing — a situation faced by one in eight households (120,000) in Utah.

"Housing prices in Utah will continue to increase at rates well above the national average due to relatively high rates of population and economic growth," said Jim Wood, Ivory-Boyer Senior Fellow at the Gardner Policy Institute. "But, the threat to affordability from rising prices may be secondary to increasing interest rates, which could significantly reduce housing affordability and homeownership opportunities for a large share of Utah households."

Housing affordability is defined as a housing unit in which owners or tenants pay no more than 30 percent of their household income toward housing costs. The term is often confused with affordable housing, which is a term often used to describe the availability of affordable housing units targeted for low, very-low and extremely low income groups.

Additional key findings and details from the research include the following:

- **Housing price appreciation trends.** Over the past 26 years — a generation demographically — the average annual increase in housing prices has been 5.7 percent. If that rate of increase continues for the next 26 years, the median price of a home in the Salt Lake and Provo-Orem metropolitan areas would be \$1.3 million. Even when applying the real rate of increase (inflation-adjusted) over the past 26 years of 3.32 percent, the median price would be \$736,600. And if this real rate of increase is cut in half to 1.7 per-

cent, the median price would still be \$483,000 in real dollars, equivalent to Seattle housing prices in 2017.

- **Incomes not keeping pace.** Housing affordability in Utah, over the long-term, is threatened due to the gap between the annual real rate of increase in housing prices of 3.32 percent and the annual real rate of increase in household income of 0.36 percent. In Utah, housing prices increase much faster than incomes. Consequently, many households face high levels of housing cost burdens.

- **Greatest challenge is households with income below the median.** The current affordable housing crisis in Utah is concentrated in households with income below the median. A household with income below the median has a one-in-five chance of a severe housing cost burden, paying at least 50 percent of its income toward housing, while a household with income above the median has a one-in-130 chance.

- **Economic competitiveness.** Housing prices in Utah have not yet been a constraint to economic growth but there is cause for some concern. The median sales price of a home in Utah's two large metropolitan areas is already 20 percent higher than home prices in Boise, Las Vegas and Phoenix, three cities Utah competes with for new business expansions.

Market and demographic conditions are primarily responsible for driving up housing prices; however, government policies at all levels can help to temper price increases and mitigate the impact of higher prices.

The Salt Lake Chamber contracted with the Kem C. Gardner Policy Institute to conduct the research. Senior business leaders in the state wanted a better understanding of Utah's housing market and the challenges to affordability in the Beehive State, the chamber said.

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are tied somehow to international trade, he said.

"I actually don't doubt for a minute the good intentions of our government officials who are pushing things like increased tariffs in order to protect domestic businesses from international competition," he said. "I think that they genuinely believe that they are going to help our people. But in my considered opinion, the consequences of such protectionism could, in fact, be catastrophic."

For example, he said, Utah companies in 2017 exported more than \$850 million in value-added goods to China and Hong Kong. If the U.S. trade restrictions to China escalate, many Utah companies would be at risk. Among them are companies involved in aerospace, aluminum recycling, beef and pork, orchards, plastic manufacturing, transportation and wheat farming, he said.

Tariffs, he said, do not fix trade imbalances but instead result in "less business for everybody." Indiscriminate tariffs on imports from Utah's top trading partners would hurt Utah businesses, he said.

History contains proof, Herbert said. The Smoot-Hawley Tariff Act in 1930 was prompted by a desire to protect Utah sugar beets and Oregon lumber but was expanded to include more than 20,000 imported goods. "The results to our economy were terrible," Herbert said, noting that the act invited retaliatory tariffs that cut U.S. trade by half and worsened the effects of the Great Depression. Utah's unemployment rate in 1930 was 5.1 percent but two years later had climbed to 35.9 percent.

"That's why in Utah, I believe we should be far more interested in building bridges in

trade and economic expansion, rather than erecting walls or barriers," Herbert said to strong applause.

Another idea being considered by the Trump administration



Gov. Gary Herbert presents remarks to a large audience during the recent 12th annual Utah Economic Summit at the Grand America Hotel in Salt Lake City.

is scrapping the North American Free Trade Agreement (NAFTA), a pact among the U.S., Mexico and Canada. Since it was passed in 1994, Utah exports to Mexico have risen more than 1,233 percent and nearly 47,000 Utah jobs depend on trade with Mexico, Herbert said. Canada is Utah's largest trading partner, and many Utah companies rely on Canadian steel and aluminum in making their products.

NAFTA needs to be modernized, the governor acknowledged, "but doing away with NAFTA would be reactionary and, I believe, foolhardy."

Other partnerships likewise should be updated, and officials need to ensure that rules regarding fair trade are enforced and work to support and retrain employees hurt by changes in the global marketplace, the governor said.

"But having observed firsthand the enormous benefits that come from free trade, I would urge us all as a society, instead of criticizing free trade, to consider how we can better address each of these unique challenges that come along with free trade," Herbert said.

Much of Utah's economic success in recent years is due to "robust and growing" international trade, he said, as Utah companies have come to realize that 70 percent of world's purchasing power and 95 percent of the consumers are outside the U.S. Utah is now 16th among states based on exports as a percentage of GDP, and in the past decade, Utah value-added exports have grown by 75 percent.

"More Utah businesses than ever before are looking beyond our borders to boost their profitability and market share by exporting goods and services to international markets," Herbert said.

That is likely to continue with renovations at Salt Lake

Governor's summit honors Wilford Clyde, Petersen Inc.

A pair of awards were presented during the recent 12th annual Utah Economic Summit in Salt Lake City, organized by the Governor's Office of Economic Development.

The Outstanding Company of the Year is Petersen Inc., a manufacturing company serving customers worldwide. Started in a garage in 1961 by Denis Petersen and his son, Steven M. Petersen, the company now has facilities in Ogden and Pocatello with over 1.2 million square feet housing fabrication and machining equipment.

The company has five operating divisions: fabrication/manufacturing, precision machining, design engineering, warehousing and distribution, and field services.

The Lifetime Achievement Award recipient is Wilford W. Clyde, chairman and chief executive officer of Clyde Companies Inc., a construction and insurance organization with 3,500 employees in 50 locations through the Intermountain West and Hawaii. The Clyde companies include several subsidiaries, such as W.W. Clyde & Co., Sunrock Corp., Geneva Rock and Beehive Insurance Agency.

Wilford Clyde began his career in 1977 after graduating from Brigham Young University. He started as an accountant at Geneva Rock Products and later became president of that company. Clyde has been involved in every major strategy within the business, including more than 35 acquisitions.

Clyde also serves as chairman of the Salt Lake Chamber board of governors, a member of the Utah State Board of Regents and recently completed his second and final term as mayor of Springville.

City International Airport and the development of an inland port. "Utah has long been known as the 'Crossroads of the West,'" Herbert said. "With Utah's inland port, we will position the state as one of the modern global hubs in America, making Utah now a 'Crossroads of the World.'"

International trade can turn potential rivals into friends and partners and bring greater stability to the world, he said.

"Free trade, based upon fair rules of exchange, means greater economic opportunity and a higher standard of living and less strife. International trade can be

— and should be — a win-win for everyone," Herbert said.

"We don't need to hermitically seal Utah to shut off international competition. As our state's exponential growth in exports attest, Utah businesses already know how to compete and how to win in the global marketplace. I would much rather place my bet on them and you than to gamble on tariffs and other protectionist measures," he said.

"As well as Utah is doing, the opportunity exists for us to do even better. Keeping our goods and services open to the world is essential for such opportunity."



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ACCOUNTING

• **Eide Bailly** has promoted **Anders Erickson** to principal. He is leading the accounting and business services firm's cybersecurity services team. He will focus on leading and expanding the engagement and scope of the cybersecurity services team in helping companies understand cybersecurity risks, developing plans for mitigating weaknesses and managing ongoing cyber threats. Erickson earned a master's degree in information systems management at Brigham Young University.



Anders Erickson

BANKING

• **Bank of Utah**, Ogden, has hired **Aaron Walker** as a financial advisor. Walker has 15 years of experience in the financial industry, including 13 years for Wells Fargo Bank, first in mortgage lending and then as a regional private banker overseeing one of the largest high-value books for the retail bank in Utah. Walker's education includes attending Brigham Young University.



Aaron Walker

CONTESTS

• Nominations are being accepted for the **2018 Utah**

Leopold Conservation Award, presented to private landowners for extraordinary achievement in voluntary conservation. The \$10,000 award is presented annually by **Sand County Foundation, Utah Farm Bureau Federation, Western AgCredit, Utah Cattlemen's Association and Utah Association of Conservation Districts**. Nominations may be submitted on behalf of a landowner, or landowners may nominate themselves. The application can be found at <https://sandcountyfoundation.org/uploads/UT-2018-CFN.pdf>. Applications must be postmarked by Aug. 1 and mailed to Leopold Conservation Award, c/o Utah Farm Bureau Federation, 9865 S. State St., Sandy, UT 84070. The award will be presented at the Utah Farm Bureau's annual convention in November in Layton.

DIVIDENDS

• The board of directors of **Zions Bancorporation**, Salt Lake City, have declared a regular quarterly dividend of 24 cents per common share. The dividend is payable May 24 to shareholders of record May 17. The board of directors also declared regularly scheduled cash dividends on the company's various perpetual preferred shares. The cash dividend on the series A, G, H and I shares are payable June 15 to shareholders of record June 1, while the cash dividend on the Series J shares is payable on Sept. 15 to shareholders of record on Sept. 1.

• The board of directors of **Nu Skin Enterprises Inc.**, Provo, has declared a quarterly cash dividend of 36.5 cents per share. The dividend will be paid June 13 to stockholders of record May 25.

ECONOMIC INDICATORS

• **WalletHub** recently ranked **Salt Lake City** No. 11 and **West Valley City** No. 60 on its list of "Best Places to Start a Business." WalletHub compared the relative startup opportunities that exist in more than 180 U.S. cities by using 19 key metrics, ranging from five-year business-survival rate to office-space affordability. The top-ranked city is Oklahoma City, Oklahoma. WalletHub also compiled a list of "Best Small Cities for Starting a Business," using 18 key metrics ranging from average growth in the number of small businesses to investor access to labor costs. **St. George** was No. 2, behind only **Holland, Michigan**. Other Utah cities in the list are No. 6 **Clearfield**, No. 7 **Ogden**, No. 12 **Bountiful**, No. 14 **Springville**, No. 19 **Midvale**, No. 22 **South Jordan**, No. 32 **Murray**, No. 37 **Taylorsville**, No. 41 **Layton**, No. 42 **Holladay**, No. 54 **Logan**, No. 56 **Spanish Fork**, No. 57 **Tooele**, No. 60 **Cedar City**, No. 67 **Orem**, No. 73 **Sandy**, No. 79 **Roy**, No. 82 **Kaysville**, No. 96 **American Fork**, No. 118 **Pleasant Grove**, No. 125 **Lehi**, No. 126 **Riverton**, No. 160 **Draper** and No. 178 **Cottonwood Heights**. The full report is at <https://wallethub.com/edu/best-cities-to-start-a-business/2281/>.

EDUCATION/TRAINING

• **Western Governors University (WGU)**, Salt Lake City, has hired **Elke Leeds** as academic vice president in the College of Information Technology. She will direct program strategy and curriculum development for the college. Leeds spent the past eight years at **Kennesaw State University (KSU)** leading a cybersecurity workforce development team, teaching information systems, and designing and implementing online courses. Most recently, she served as KSU's associate vice president of academic affairs and associate professor of information systems. She previously served as assistant vice president of technology-enhanced learning and executive director of distance learning at KSU. WGU's College of IT has more than 14,000 students enrolled in all 50 states.



Elke Leeds

• Graduates of the **Medical Innovation Pathways (MIP)** Program last week participated in an annual graduation walk to receive their certificates at the

Utah State Capitol. The ceremony featured students, parents, educators and industry partners. The MIP program offers specialized courses and practical work experience to help students develop the skills needed by Utah's medical device and laboratory testing companies. Graduates received a Medical Innovations certificate and are guaranteed an interview with industry partner companies. Industry partners include **Merit Medical, Edwards Lifesciences, BD Medical, BioFire, Biomerics, Fresenius Medical Care, GE, Nelson Laboratories, Sorenson Forensics, Varex Imaging and Stryker**.

ENVIRONMENT

• The **Salt Lake Valley Landfill's** compost program has received a **Seal of Testing Assurance** certification from the **U.S. Composting Council (USCC)**, making it just the second organization in Utah to be recognized by the national organization. In 2017, the landfill sold 6,400 tons, or 13,483 cubic yards, of compost. On average, the landfill produces 600 cubic yards of compost each week, and sells compost to everyone from home gardeners to large landscaping and construction companies. The landfill is jointly owned by **Salt Lake County** and **Salt Lake City** and is operated by Salt Lake County employees.

FINANCE

• **Key Equipment Finance**, a Colorado-based bank-held equipment finance company and an affiliate of KeyCorp, has named **Amy Tieu** as business development officers of Key4Green. She will support Key4Green alliances by partnering with relationship managers in the KeyBank franchise to provide lending and financing solutions to current and new clients in Utah. Key4Green is designed to help companies finance energy-efficient and renewable equipment to optimize cash flow by introducing cost reductions and lower expenses related to repair and maintenance of outdated equipment. Prior to joining the Key4Green team, Tieu spent three years as the assistant vice president for KeyBank's commercial banking division. Before that, she was a prime brokerage associate with the Royal Bank of Scotland and an operations analyst with Goldman Sachs. Tieu holds a Bachelor of Science degree in mathematics from the University of Utah.

HEALTHCARE

• **AdvancedMD**, a South Jordan-based cloud platform of clinical, billing and patient applica-

tions, has appointed **John Marron** as vice president and general manager of the Revenue Cycle Management division. Marron has nearly 25 years of experience in healthcare organization business performance improvement.



John Marron

Marron previously was vice president of business development and product management at Gateway EDI. Most recently, he was chief executive officer of inMediata Health Group in North Carolina. He also worked 10 years at Aetna. AdvanceHD also has announced that **Greg O'Neil** has joined its RCM leadership team as director of RCM operations. He previously was operations team director for Intermountain Healthcare Revenue Cycle.

HOSPITALITY/FOOD SERVICE

• **JMH Premium**, Salt Lake City, has hired two members for its professional food science and development team: **Maryanne Jones** and **Jiahui Chen**. Jones previously worked at the Ritz Carlton in Hawaii, where she had the opportunity to do development work in fine dining and banquets. Chen previously worked at General Mills as a food scientist on the Global Baking and Global Meals teams, and as a product innovation and development



Maryanne Jones



Jiahui Chen

see BRIEFS next page



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Industry Briefs

from previous page



Nicole DeBloois

scientist with Schwan's Co. JMH Premium also promoted Nicole DeBloois to director of research and development.

• **Stanza Italian Bistro & Wine Bar** has hired Amber Billingsly, a pastry and dessert chef. Billingsly also is pastry chef at Current Fish and Oyster.



Amber Billingsly

INVESTMENTS

• **VSpatial**, Provo, recently raised \$2.5 million in seed funding. The company is working to develop the "office of the future" by melding immersive virtuality, spatial sound and a network cloud that works from anywhere for free.

LAW

• **Messner Reeves LLP** has opened an office in Salt Lake City, the firm's seventh office nationwide. The office will be managed by partner **Torben M. Welch**, who was previously an attorney and partner with Messner Reeves' Denver office from 2008-2017. The Salt Lake City office will have the capacity to provide a full range of business legal services. Welch's practice focuses on complex business and commercial transactions in the corporate, real estate, finance and sports industries.



Torben Welch

MEDIA/MARKETING

• **MRM/McCann** has hired **Daniel Chu** as chief creative officer of MRM/McCann U.S. West, leading the agency's creative operations in Salt Lake City and San Francisco. Chu has more than 20 years of global experience, most recently as global chief creative officer at the digital marketing agency Possible. Prior to Possible, he



Daniel Chu

was executive vice president and creative director at Deutsch Los Angeles, and also held creative leadership positions at Momentum Worldwide and R/GA.

MILESTONES

• **Albion Financial Group**, a Salt Lake City-based independent wealth management firm, recently reached over \$1 billion in assets under management (AUM). The milestone places Albion among the top 4 percent of registered investment advisors in an industry of more than 12,000 firms. Albion is a fee-only, fiduciary, registered investment advisor.

MUSEUMS

• The **Natural History Museum of Utah** has named **Abigail Curran** as chief operating officer, a new position within the museum's existing management team. Her experience includes roles at Dell EMC, Cummins and Apple. Curran earned her MBA from Brigham Young University.

REAL ESTATE

• **Cushman & Wakefield** has hired **Jennifer Curtis** for its Salt Lake City office as operations director for Utah. Curtis previously was an operations manager at Marcus & Millichap and also worked in operations at Utah Valley University and Every Move Solutions. She has a bachelor of science degree in history education and Master of Business Administration from Utah Valley University.



Jennifer Curtis

Nilsson is senior vice president at The Buckner Co. The award recognizes the outstanding contributions of an independent agent or broker to the national association, their association colleagues and the insurance industry. During his more than 30-year career as a licensed insurance agent, broker and surplus lines broker, Nilsson has served as president of his state association and chairman of the national association. Nilsson has also served on the national association's finance, professional liability, communications, dues task force and executive committees and board of directors. He currently serves the national association as a member of the association's reinsurance board.

• The **Utah Technology Council** honored several individuals with 2018 honors with 2018 honors at its annual members meeting. They are **Howard Hochhauser**, Ancestry, as **CEO of the Year**; **Mike Peregrina**, Homie, as **CFO of the Year**; **David Burggraaf**, Instructure, as **CTO of the Year**; **Veronica Jackson**, Thumbtack, as **HR Exec of the Year**; **Catherine Wong**, Domo, as **Women in Tech Champion**; **Eric Farr** and **John Wade**, Brainstorm, as **Tech Titan**; and **Rep. Francis Gibson** and **Sen. Ann Millner** as **Legislators of the Year**.

• **Visit Salt Lake** recently presented its 12th annual **Dianne Nelson Binger Sales Leadership Award** to **Mark H. White**, senior vice president of sales and services at the organization. The award is presented to Visit Salt Lake's top salesperson. Leading a team of 22 hospitality industry professionals based in five cities, White and his team booked 165 future meetings, athletic events and conventions last year. Those events will attract more than 375,000 attendees who will occupy 736,000 hotel room nights and spend nearly \$350 million while



Mark White

RECOGNITIONS

• **Independent Insurance Agents & Brokers of America** recently named **Brett Nilsson** as the recipient of its **Woodworth Memorial Award**, the highest award an independent agent/broker can receive in the United States.

in Salt Lake. This new record high in bookings represents an 8 percent increase over the previous record year. White joined VSL in 1993 as director of ski tourism, became director of conventions and athletic events and then vice president of sales. He recently was promoted to senior vice president over sales and services.

• **KLAS Research** has named **Health Catalyst**, Salt Lake City, to its "A-List" of healthcare information technology companies that combine high customer satisfaction with high rates of customer retention. The companies are in the inaugural report titled "Decision Insights 2018: National Trends & Best Practices." Health Catalyst was the only data analytics company among the eight companies named to the report's "A-List." The report's results are based on 1,157 software decisions that healthcare organizations have made in the last 12 months or will make in the next 24 months. In its analysis of decisions made across the HIT software spectrum, KLAS included 35 vendors that each received at least 10 buying considerations.

• The **STEM Action Center** team and **STEM Action Center** board has selected five people as recipients of its fourth annual **STEM Innovation Awards**, which were presented in partnership with the **Utah Technology Council** as part of the **Utah Innovation Awards** dinner. Honored for their contributions to STEM (science, technology, engineering and mathematics) education statewide are **Cassandra Ivie**, a senior at Copper Hills High School; **Todd Monson**, eighth-grade science teacher at Oquirrh Hills Middle School; **Spencer Holmgren**, principal of Hillcrest Elementary School; **Kevin Reeve**, co-founder of Cache Makers and volunteer mentor; and **Rachel Fletcher**, counselor at the Salt Lake Center for Science Education. The teacher, counselor, principal and mentor received a trophy and a \$2,000 grant for STEM projects, while the student will receive a trophy and an iPad Mini.

• **Boostability**, a Lehi-based SEO, website and social media provider, has received two Internet

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marketing service awards: a 2018 "Top Digital Agencies" award from B2B review firm **Clutch** and a "Top 10 SEO Solutions Provider, 2018" award from **Marketing Tech Outlook** magazine. The Clutch honor is given to companies by location and business type. In receiving the award, Boostability was recognized as a "Top Digital Marketing Company" in the Salt Lake City area. The **Marketing Tech Outlook** honor is based on an analysis of "scores of SEO solutions providers in the market."

• **CleanSpark Inc.**, a Salt Lake City-based microgrid company, has been named in **Navigant Research's top 10 global microgrid rankings**. The list includes companies "positioned to emerge as leaders in this market over the next 10 years." Navigant Research is a market research and consulting team that provides in-depth analysis of global clean technology markets.

• The **Prudential Spirit of Community Awards** recently named **Tabitha Bell**, 18, of Sandy as one of America's top 10 youth volunteers of 2018. She was named during the program's 23rd annual national award ceremony in Washington, D.C. Selected from a field of more than 29,000 youth volunteers from across the country, Bell earned the title of **National Honoree**, along with a personal award of \$5,000, an engraved gold medallion, a crys-

see BRIEFS page 14

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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.

May 7, 8 a.m.-3 p.m.

Small Business Day Conference, presented by SCORE Salt Lake in honor of Small Business Week. Event features workshops and networking. Theme is "Strengthening Your Business Connections." Location is Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Details are at https://on.spingo.com/e/SCORE_Small_Business_Day.

May 8, 7:30-10 a.m.

Business Success Workshop, a Peppershock Media event featuring tools to navigate your way into building an exceptional brand and bottom line. Proceeds will benefit Advocate Monster Truck, a nonprofit organization dedicated to empowering and strengthening victims of abuse and violence. Location is 120 S. Main St., Salt Lake City. Cost is \$66. Registration can be completed at papershock.com/utahevents.

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

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Jim Kearns, vice president of finance and chief financial officer at AlSCO Inc. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at www.acg.org/Utah.

May 8, 8-10 a.m.

Management Safety Leadership and Responsibility, a Women in Safety event. Presenter Kevin Robison will discuss ways the safety and health professional can engage the management team in the safety and health process. Location is the Utah Safety Council office, 1574 W. 1700 S., Salt Lake City. Free. Details are at utahsafetycouncil.org.

May 8, 5:30-7:30 p.m.

Business After Hours Social, a Holladay Chamber of Commerce event. Location is Cottonwood Country Club, 1780 E. Lakewood Drive, Salt Lake City. Free for chamber members, \$10 for nonmembers. Details are at holladaychamberofcommerce.org.

May 9, 11:30 a.m.-1 p.m.

Professionals Networking Group, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at chamberwest.com.

May 9, 2:30-3:30 p.m.

"Export Finance and International Risk Mitigation for Small Business," a workshop presented by the U.S. Small Business Administration (SBA) and the Export-Import Bank of the U.S. The discussion will focus on federal government resources available to U.S. exporters and questions about international payments and finance. Presenters are Bryson Patterson, regional trade finance specialist at the SBA; and Paul Duncan, export finance manager for the western regional office of the Export-Import Bank (Ex-Im Bank) in Irvine, California. Location is Salt Lake Community College's Miller Campus, Miller Corporate Partnership Center Building 5, Room 333, 9750 S. 300 W., Sandy. Free. Details are at slchamber.com.

May 9, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce networking event. Location is Weber Basin Water Conservancy Learning Garden, 2837 E. Highway 193, Layton. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

May 10-11

"HIPAA Compliance for Small Healthcare Providers," presented by researchandmarkets.com. Event is designed for small healthcare providers struggling to meet HIPAA compliance requirements. Location to be announced. Cost is \$1,495. Details are at researchandmarkets.com.

May 10, 7:30 a.m.-3 p.m.

2018 Partners Golf Outing, an Ogden-Weber Chamber of Commerce event. Breakfast is at 7 a.m., tee time is 8 a.m. and lunch is 1 p.m. Location is The Barn Golf Course, 305 W. Pleasant View Drive, Ogden. Details are at ogdenweberchamber.com.

May 10, 8 a.m.-3:30 p.m.

"Orientation/Onboarding: Building a Positive Connection From Day One," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

May 10, 9 a.m.-noon

Ambassador's TopGolf Tournament, a West Jordan Chamber of Commerce event. Location is TopGolf, 920 Jordan River Blvd., Midvale. Details are at westjordanchamber.com.

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

WIB Luncheon, a Davis Chamber of Commerce event. Location is Megaplex Theatres at Legacy Crossing, 1075 Legacy Crossing Blvd., Centerville. Cost is \$20. Details are at davischamberofcommerce.com.

May 10, 4-6 p.m.

"How to Raise Money," a VentureCapital.org event. Speakers are Tom Lund of Tanner LLC, Sam Gardiner of Stoel Rives LLP, and Jerry Henley of Rubicon Capital Consultants. Location is Tanner LLC, 36 S. State St., No. 600 Catalyst Room, Salt Lake City. Cost is \$15. Details are at Eventbrite.com.

May 10, 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>.

May 10, 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>.

May 11, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is private investigator Scott Fullmer. Location is Mimi's Café, 5223 S. State St., Murray. Free, and open to the public (no cost unless ordering from the menu). Details are at murraychamber.org.

May 11, 7:45-9 a.m.

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

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

Utah Veteran Business Conference 2018, presented by the Utah Veteran Owned Business Partnership and connecting veteran entrepreneurs and business owners with the resources they need to be successful in the marketplace. Keynote presentation is by Mark Eaton, former NBA All-Star, motivational speaker, entrepreneur and author. Location is Salt Lake Community College's Larry H. Miller Campus, Karen Gail Miller Conference Room, 9750 S. 300 W., Sandy. Cost is \$30. Sponsorships are available. Details are at slchamber.com.

May 11, noon-1 p.m.

Silicon Slopes Town Hall, hosted by Silicon Slopes. Speakers are Clark Stacey, CEO of Wild Works; Sam Stoddard, CEO of Simple Citizen; and Ken Davis, CEO of Task Easy. Location is Access Salt Lake, 175 W. 200 S., No. 100, Salt Lake City. Registration can be completed at Meetup.com.

May 11

Sego Awards Gala, honoring standout female founders and CEOs. Location is Sundance Resort. Details are at <https://www.segoawards.com/gala>.

May 14-15

2018 Governor's Energy Summit, with the theme "Crossroads of Global Innovation." May 14 features a 3-5 p.m. lecture series titled "The Climate of Action." May 15 features a trade show, keynote presentations and panel discussions, eight breakout sessions, networking and a closing reception. Speakers include Astronaut Randolph "Komrade" Bresnik; Peter Huntsman, chief executive officer of Huntsman Corp.; Steve Zaffron, founder and leader of Vanto Group and author of *Three Laws of Performance*; and Olga Loffredi, chief executive officer of Vanto Group. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Early-bird registration is \$129. May 14 lecture series only is \$49. Details are at www.governorsenergysummit.com.

May 15, 8-11:30 a.m.

"Retaining and Engaging Employees: What Employees Really Care About," an Employers Council event. Participants will learn how to build effective programs and create an environment that values employees by exploring the many factors involved in an employee's decision to stay or leave. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130. Details are at employerscouncil.org.

May 15, 9 a.m.-4 p.m.

"Power Women Summit: Clarity, Productivity & Influence," a first-ever event featuring general sessions and panel discussions. Location is Mountain America Exposition Center, 9575 S. State St., Sandy. Cost is \$299. Registration can be completed at Eventbrite.com.

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

Business Women's Forum. Janet Jorgensen, publisher at

SagaCity Media, will discuss "Personal Brand Building for Non-Marketers." Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

May 15, 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.

May 16-17, 9 a.m.-4 p.m.

2018 Red Sky IT Security Conference, a Red Sky Solutions event. Attendees will receive knowledge about the latest security innovations, trends and evolving best practices from IT security thought leaders and technologists. Keynote speakers are Frank Abagnale and Charlie Miller. Location is Mountain America Exposition Center, 9575 S. State St., Sandy. Registration can be completed at Eventbrite.com.

May 16, 8 a.m.-5 p.m.

"Lean Manufacturing 101 with Simulation," a Salt Lake Community College Workforce & Economic Development event featuring the principles of lean manufacturing with hands-on manufacturing simulation activities. Location is the Miller Campus, 9750 S. 300 W., Sandy. Cost is \$300 (\$180 per person for qualified companies). Details are available by calling Mireya Castillo at Mireya.castillo@slcc.edu or (801) 957-5262.

May 16, 8 a.m.-3 p.m.

Fourth Annual UTWNG/Sandy Chamber Women's Group Charity Golf Tournament, presented by the Utah Women's Networking Group (UTWNG) along with the Sandy Chamber Women's Group and benefiting the Junior League of Salt Lake City. Shotgun start is at 8 a.m. Location is Old Mill Golf Course, 6080 S. Wasatch Blvd., Holladay. Cost is \$99, \$350 for a foursome, \$25 for lunch only. Sponsorships are available. Details are available at (801) 824-2600.

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

Professionals Networking Group, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at chamberwest.com.

CALENDAR

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May 16, 11:30 a.m.-12:30 p.m.

"Eyes on Private Investigations," a West Jordan Chamber of Commerce event. Veteran law enforcement investigators Robbin Wilkins and Kevin Wyatt will discuss investigations of financial crimes. Location is the West Jordan Chamber of Commerce Training Room, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

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

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

May 16, 5-7 p.m.

Business After Hours, a multi-chamber event hosted by the Murray Area Chamber of Commerce with support from ChamberWest and the Sandy Area and West Jordan chambers of commerce. Location is Salt Lake Culinary Center, 2233 S. 300 East, Salt Lake City. Cost is \$10. Registration can be completed at Eventbrite.com.

May 16, 5:30-6:30 p.m.

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

May 16, 5:30-6:30 p.m.

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

May 17 and 24, 8 a.m.-4 p.m.

"Supervisory Skills: Taking It to the Next Level," an Employers Council event taking place over two consecutive Thursdays. Location is Employers

Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$310. Details are at employerscouncil.org.

May 17, 8 a.m.-2:30 p.m.

2018 Annual Meeting: Executive Directors, CEOs and Senior Management, a Utah Cultural Alliance event in partnership with the Utah Division of Arts & Museums. Event is designed for executive directors and senior management working at cultural organizations and businesses. Afternoon session is the annual meeting for cultural marketers. Luncheon is part of both annual meetings. Location is Regent Street Black Box at Eccles Theatre, 144 Regent St., Salt Lake City. Details are at Eventbrite.com.

May 17, 8:30 a.m.-12:30 p.m.

"Build a Website Day," a Cottonwood Heights Business Association event. Web and content designer Paula Sageser will help you build a website for your small business. Attendees are asked to acquire a domain name and website hosting before the event and bring their own computer. Location is Cottonwood Heights City Hall, 2277 E. Bengal

Blvd., Cottonwood Heights. Cost is \$20. Details are available by contacting pkinder@ch.utah.gov.

May 17, 9-10:30 a.m.

"Doing Business in Taiwan and South Korea," a World Trade Center Utah event, in partnership with the U.S. Commercial Service. The seminar will feature a market overview that will discuss business opportunities in Taiwan and South Korea, followed by a panel that will feature experts who can share their experiences about entering or expanding into Taiwan/South Korea markets. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Details are at wtcutah.com.

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

WBN Luncheon, a Utah Valley Chamber event. Location is Sleepy Ridge Golf Course, 730 S. Sleepy Ridge Drive, Orem. Details are at thechamber.org.

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

Chamber Luncheon, a Davis Chamber of Commerce event featuring the Weber State University Richard Richards Institute of Ethics presenting the Ethical Leadership Awards to Jerry Stevenson, Utah state sena-

tor and owner of J&J Nursery and Garden Center. Location is WSU-Davis Campus, Ballroom D3, 2750 University Park Blvd., Layton. Cost is \$20 for members, \$25 for guests. Details are at davischamberofcommerce.com.

May 17, 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, \$15 for nonmembers. Details are at westjordanchamber.com.

May 18

"JuggernaUT: The Utah Business & Economic Forum," presented by the Utah Valley University Woodbury School of Business. Event features keynote speakers, "megatrends" sessions, innovation and strategy sessions, talent management sessions, professional master classes, and sessions on community impact. Location is the UVU's Sorensen Center. Details are at <https://www.uvu.edu/woodbury/juggernaut.html>.

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Don't let expertise die: Three essentials for lifelong learning

Recently, much has been written about the looming end of expertise. Assuming this is accurate, it does not bode well for leaders. The complexity of successfully leading today's businesses calls for more expertise, not less.

Two camps assert that experts are a dying breed. The first of these contends that there is a "glut of knowledge" that increasingly makes us more ignorant. This is addressed by Warren Berger in his book *A More Beautiful Question*. He notes that "as our collective knowledge grows — as there is more and more to know, more than we can possibly keep up with — the amount that the individual knows, in relation to the growing body of knowledge, is smaller." Berger's assertion is easily supported by the fact that over 2 million new non-fiction books are published every year. Experts simply cannot keep up; therefore, some assume that they are moving toward extinction.

The second camp has been defined by Tom Nichols, the author of *The Death of Expertise*. His contention is that there is a growing trend of hostility toward established knowledge. He asserts that a significant percentage of the American populace are no longer merely uninformed; they are "aggressively wrong" and are unwilling to learn. They openly reject established experts in virtually every field, accepting the notion that everyone knows as much as the so-called experts. Nichols contends that this trend makes us vulnerable to all kinds of ills, from the dumbing down of society to its very existence.

The challenge we face, then, is whether we will give up on learning as a futile effort in the face of ever-expanding knowledge, thereby increasingly replacing expertise with an endless array of unsupportable opinions.

In considering this, I have wondered, *was there ever a time when it was possible to truly be a highly respected, broad-based expert — when one could study so deeply and broadly as to be accurately acknowledged as a "general expert?"*

I have discovered that the answer is "yes." The time was the 19th century, the place was the northeastern United States and the man who was widely respected as a general expert was Ralph Waldo Emerson. It is said that at one point in his life, Emerson had read virtually every book in the Harvard University library.

While it is no longer possible to read every book at Harvard (or

at any other university), Emerson had insights regarding learning that are as valuable today as they were when he revealed them in 1837. He suggested three components of learning would assure the expertise of leaders: nature, books and action.

Nature provides the most important element of the three since it surrounds us. Emerson was a practitioner of observing the world in order to ascertain the underlying laws that govern it. He was a questioner, suggesting that the basis of expertise was to recognize what you don't know and to be inquisitive, thereby learning more by discovery than by classroom drills.

"Books," Emerson said, "inspire the active soul." They offer the influence of the past and the deep thinking and perspectives of others. He suggested that we should be "creative readers" who use books as "stimuli to attain our own sight regarding principles that create value for ourselves and others."

Finally, Emerson asserted that "thought [without action] can never ripen into truth." He defined his own expertise by saying, "Only so much do I know, as I have lived." Truly, expertise is manifest in the crucible of action.

John Seeley Brown, co-founder of an innovation think tank called the Deloitte Center for the Edge, has said that in facing the sheer volume of information rushing at us today, "what matters ... is [your] ability to triangulate, to look at something from multiple sources, and construct your own warrants for what you choose to believe ... asking all kinds of peripheral questions." Emerson's three components — nature, books and action — provide the basis for that triangulation.

Today's leaders must be lifelong learners who, as Berger asserts, must "maintain or rekindle the curiosity, sense of wonder, inclination to try new things, and ability to absorb that served [them] so well in childhood." This youthful absorption with learning comes by observing and questioning the world around us (nature), reading (books) and experience (action).

We mustn't let expertise die. We cannot read whole libraries, but we can lead and learn with the process, energy and enthusiasm once displayed by Ralph Waldo Emerson.

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



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Opinion

Kelo's demolished 'Little Pink House' stands as a monument to injustice

The United States is supposed to be the "land of the free," a country where individualism and private property are sacrosanct. Yet it's difficult to maintain this belief while watching Courtney Moorehead Balaker's newly released movie, "Little Pink House."

The film portrays the real-life story of the determined families who fought to protect their homes in New London, Connecticut, during and after city officials' shameful attempts to evict them starting in 1998. Shockingly, in 2005, it was the Supreme Court that inflicted the ultimate defeat to the homeowners, who lost everything in the process.

Depressing, right? Actually, the movie turns out to be one of defiance and courage in the face of the government's misuse of the Constitution's takings clause (i.e., eminent domain). It's the inspiring story of the pro bono lawyers who represented the victims all the way to the Supreme Court because of their belief in economic freedom.

It's also an important reminder that the fight is never over, even after five justices ruled that it was OK for the govern-

ment to confiscate private property because it thinks it would be more lucrative in the hands of others. Ultimately, it's a story of those who fight for their rights no matter how small their odds of prevailing are.

This story's main hero is Susette Kelo, the face of the rebellion and owner of the

"Little Pink House." She wouldn't sell to the New London Development Corp., a private nonprofit body that wanted to use her land to build a biotech park, complete with a hotel and fancy houses. Note that we aren't talking about government's forcing people to sell their homes to build highways or hospitals. We're talking about a nongovernmental organization be-

ing granted authority to kick people out of their homes in the name of the "public benefit." That's redefined here to mean the proceeds, real or imagined, from the giant pharmaceutical company Pfizer's constructing a global research center. The movie repeatedly treats us to a sleazy NLDC representative touting the 1,000 jobs and potential \$1.3 million in annual taxes from the Pfizer investment and equating it to social justice.



VERONIQUE de RUGY

The film's other heroes are the lawyers of the Virginia-based Institute for Justice. Throughout the film, they relentlessly expose an unfair system that allows a company to take someone else's property just because it can potentially generate more tax revenues. IJ defends its client before the Supreme Court, but it's clear that it is also fighting for all of us who might similarly lose our homes in the future.

It's fighting for the Motel 6 that could be displaced to build a Ritz-Carlton — and all of the other small businesses that might stand in the way of something bigger. Though Kelo lost in a 5-4 decision, the plea for economic freedom over the unfair confiscation of private property was heard by millions of concerned Americans. The argument founded a movement that introduced legislation to curtail similar governmental actions in 21 states within a month of the infuriating ruling.

The worst villain in this movie isn't an actual person, but it's still on display throughout the film. It's the disgusting alliance between government and private businesses. Scene after scene pits a politically connected company against Kelo and

friends. But these victims were visible and didn't go without a fight. Unfortunately, collateral victims don't often know that they're the victims of crony programs such as this, which protect profits rather than people.

And as if Kelo's losing her home weren't punishing enough, the saga continued after the ruling. Once Pfizer exhausted the subsidies that the city used to attract it to New London, it moved again, to collect subsidies elsewhere — leaving behind a vacant lot where the Little Pink House once stood.

This cronyism is rampant at all levels of our government. But no matter what form it takes, it always hurts the most vulnerable and least politically connected Americans while propping up the profits of the most powerful and plugged-in companies. "Little Pink House" puts a real face on these victims and those who abused them, and it shows why we must always fight against this injustice.

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

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Macron trying to disrupt old, comfortable Middle East way of doing things

Emmanuel Macron came, saw and conquered Washington last month. But the French president is trying to do something much harder than generate buzz and goodwill. He is trying to stop Donald Trump from dividing the Western alliance and disrupting the (already turbulent) Middle East. Watching him at work — flattering Trump, then politely disagreeing with him, all the while proposing compromise solutions — is like watching a skilled dancer execute a complex set of moves. It remains to be seen if Macron can pull it off, but thank goodness he is trying.

Macron believes that "Donald Trump will get rid of the Iran deal for domestic reasons," he told me and a small group of journalists while in Washington. What will ensue, he predicted, is "a period of tension." That might be an understatement. Tehran has signaled that if Trump pulls out of the deal on May 12 — when he faces a deadline on whether to restore sanctions on Iran — the most likely result is that Tehran would also withdraw from the deal. And as Iran's foreign minister, Mohammad Javad Zarif, told me, "Once we withdraw, all the restrictions on our nuclear program end."

Zarif argued that, in the accord, Iran made a much stronger pledge than most realize. "President Trump does not seem to have read the agreement. The third line of it states: 'Iran commits to never developing nuclear weapons.' There is no time restriction on that. The word we use is 'never.' The time restrictions relate to voluntary

limits on our nuclear energy program that we have undertaken to give the international community confidence that we are sincere in our intentions."

Macron is not so sure that Iran would withdraw from the deal. "If Iran pulls out as well, the U.S. might put very tough sanctions on it and things would spiral downwards," he said. He plans to urge Iran's President Hasan Rouhani to temper the Iranian reaction and agree to find a new way forward.

Macron has pushed Trump privately and publicly to keep the Iran deal. "It sets a terrible precedent for the world's leading power to renege on an agreement that it spearheaded and signed," he said. And Macron sees it as part of a dismaying pattern from an administration that has decided to pull out of the Paris climate accord and the Trans-Pacific Partnership, weakened its commitment to the World Trade Organization and now seems determined to scuttle the pact with Iran.

But Macron is also critical of Iran. "Since the agreement was signed, Iran has made some decisions. It expanded its regional interventions [in Yemen, Lebanon and Syria]. It has strengthened its ballistic missile arsenal. It appears to have used the proceeds from sanctions relief to fund its militias and external operations more than provide relief to its population. All these decisions have consequences," he said.

In any event, Macron is determined not to wring his hands, but rather to find a way forward. Hence his artful proposal for

a new nuclear deal. While this may sound like Trump, Macron is actually suggesting something quite different. The first pillar of his new approach is adherence to the existing nuclear deal, unamended and un-abridged. But he proposes three additional pillars that would address Iran's ballistic missile program, counter Iranian influence in the Middle East and extend the commitments Iran has made beyond various timelines in the current deal (which range from eight to 25 years).

In other words, were Iran to agree to start talking about these new issues, the current deal would stay intact. It's not clear that the Iranian government would accept

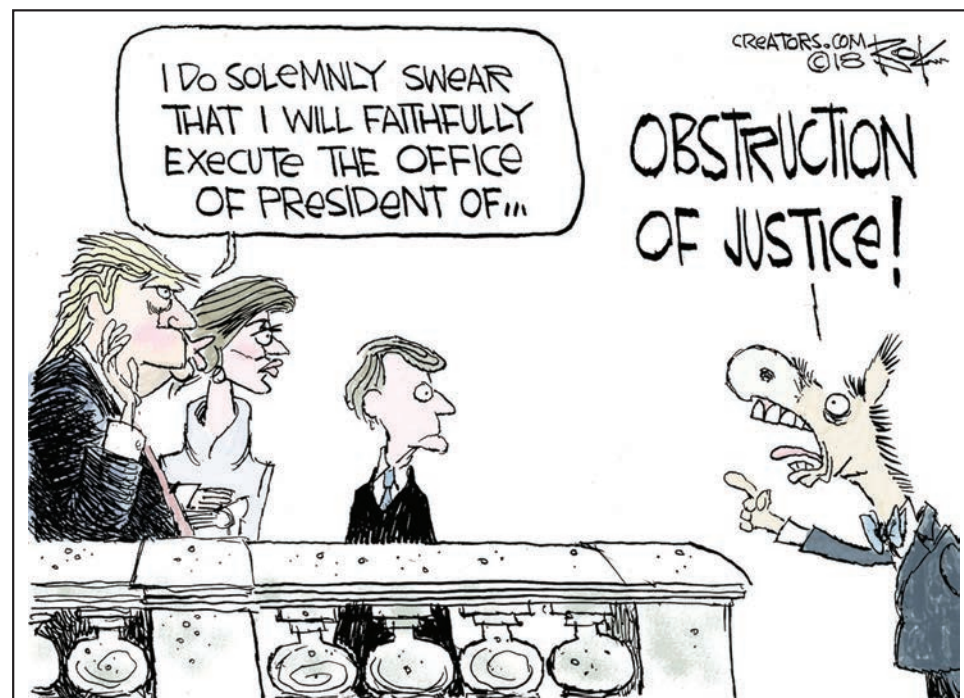
this demand. And it's not clear that Trump would agree to a framework in which the agreement that he has branded "the worst deal ever negotiated" would remain in place. Both sides would have to climb down from their positions.

One Iranian who is well-versed in the issues made an interesting observation about why the nuclear deal has had so many critics in both Washington and Tehran. For 40 years, America and Iran have settled into a pattern of behavior. America sees its role as applying pressure and

see ZAKARIA next page



FAREED ZAKARIA



Opinion

Breakfast Club challenge: There's got to be something Americans can agree on

The unprecedented level of pessimism in our nation is nonsensical and it's time to try to do something about it. For the next few weeks, I am going to try to find a subject that our Saturday morning "Breakfast Club" can come together on to reduce pessimism — and it isn't going to be easy.

Our club is made up of nine very old and crotchety men. A few times in the past, I have tried to find something we can agree on in order to save the world. For instance, a few months back at breakfast, one of my friends said we ought to bring back the draft. Now that's a very good idea and I proposed that as a group we should do something about it. I failed.

If I'm anything, I am persistent. This I learned in my sales career. If you stop knocking on doors, you aren't going to make any sales. But I also learned that if you don't adapt to what your competition is doing, you aren't going to make any sales, either.

So, here's my plan of action to get our group working together:

"Divide and conquer," said Julius Caesar. With this in mind, rather than trying to get the whole group working together, I'm going to start with a subset. Periodically, I also have breakfast with two members of

our group. Let's start an action plan for them only.

The power of the "Deep State" — the government bureaucracies — is what should concern all Americans. *The Wall Street Journal* reported on March 26 that "the 1890 census counted federal government employment, including the military, at only 78,000. USGovernmentSpending.com estimates federal spending [at that time] at \$384.3 million (just under \$10 billion in 2017 dollars), a mere 2.5 percent of gross domestic product.

In the same article, "How to Dig into the Deep State," the *Journal* reported "by 2017, the federal government employed 2.1 million civilians and spent \$3.98 trillion — 20.8 percent of GDP."

I don't know about you, but I am ashamed that I let this happen. Not only would our Founding Fathers be turning over in their graves, they would be asking, "How could you do this to your children and grandchildren?"

"In the George W. Bush and Obama administrations, federal agencies issued more than 3,000 rules and regulations each year, so many that the White House could not possibly review them all for consistency with administration policy" (*Wall Street Journal*,

April 5, 2018, "Judges Can Check the Administrative State").

Unconscionable.

Do I think that my breakfast companions are going to buy into an action plan that tries to reverse the growth of the Deep State? No. But hopefully, this will get their attention and they will be receptive to my real agenda, which is to "Draft Jenny for Governor."

Jenny Wilson has won her party's nomination and will be running for Orrin Hatch's Senate seat. She will be competing against the winner of the Republican primary, either Mitt Romney or state Rep. Mike Kennedy. The polls are already showing that the Republican will probably win the seat. But Jenny is going to get a lot of media exposure and if she plays her cards right — and if she wants to — she could win the governorship.

I do believe that I can get my breakfast friends to become involved in Jenny's bid to become governor. Of course, if she decides not to run for governor or gets elected to the U.S. Senate, my plan is kaput.

My first question to my breakfast friends will be, "How would you like to be those people in a smoke-filled room that control Utah's governor?" Journalist William Safire coined the phrase "smoke-filled room" during the 1920 Republican convention as a "place of political intrigue and chi-

canery, where candidates were chosen by party bosses in cigar-chewing sessions."

I think my friends will jump at the chance to be power brokers and all I am going to ask them to do is to give me a few bucks to start a political action committee.

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



ROBERT PEMBROKE

ZAKARIA

from previous page

threats to Iran, while Iran thinks its role is to bravely resist. The nuclear deal was an effort to break with the past and create a new dynamic of dialogue. But it generated a backlash in both countries.

Macron is trying to forge a new path for dialogue and diplomacy. If he fails, it will be because too many in Washington, and even in Tehran, have gotten comfortable with the old pattern. By mindlessly sticking to it, they seem to be leading us down a path of tension, conflict and, perhaps, even war.

Fareed Zakaria's email address is fareed.zakaria.gps@turner.com.

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BRIEFS

from page 7

tal trophy for her school, and a \$5,000 grant from The Prudential Foundation for a nonprofit charitable organization of her choice. Bell is a senior at Waterford School and has raised more than \$115,000 through her nonprofit, Pawsitive Pawsibilities, to provide nine service dogs to people who otherwise could not afford one. Also honored in Washington was **Abigail Slama-Catron**, 13, of Sandy. Bell and Slama-Catron were named Utah's top youth volunteers in February. Slama-Catron is a seventh-grader at Midvale Middle School and helped invent a "bionic scarecrow" to keep birds away from

airplanes as they take off and land at airports. It is being used at Salt Lake City International Airport. The Prudential Spirit of Community Awards is a national youth recognition program sponsored by **Prudential Financial** in partnership with the **National Association of Secondary School Principals (NAASP)**.

• **Dhati and Diha Oommen**, sisters and co-CEOs of **Butterbands**, recently competed at the **National Young Entrepreneurs Academy** competition after winning the fourth annual **Sandy Area Chamber of Commerce Young Entrepreneurs Shark Tank Investor Panel**. The pair competed among 18 students and won \$5,000 for their business idea. **Butterbands** offers head-

bands for girls and women. The **Oommen** sisters outsource their work to India to help create jobs and employ other women and the headbands are made with traditional sari materials. The **Young Entrepreneurs Academy (YEA)** is a program for students ages 11-18 who have an entrepreneurial mindset and want to take their business idea to the next level. The program takes them through the brainstorming process, helps them develop a business plan, prepares them to pitch the plan to a panel of investors, and helps them launch a real business. The **Shark Tank** event is the culminating event where students obtain funding to grow their business.

SCHOLARSHIPS

- **Geneva Rock Products**

Inc., Orem, has announced a scholarship contest to support U.S. students in their educational goals to join the construction industry. The company will offer \$4,000 annually in scholarship awards. A \$2,000 award will be issued in the fall and the spring semesters. Details are at <https://genevarock.com/scholarship/>.

TECHNOLOGY/LIFE SCIENCES

• **One Click Retail**, a Sandy-based e-commerce data measurement, sales analytics and search optimization company, has appointed **Boren Novakovic** to executive vice president and managing director. **Novakovic** also is chief executive officer of London-based **PlanetRetail RNG**.

He will also be responsible for integrating the two companies under the direction of **Ascential plc**. **Spencer Millerberg**, who founded **One Click Retail** in 2013 and led the company through and beyond its acquisition by **Ascential**, will remain with



Boren Novakovic

Ascential in a product development role. He will work with **Danny Silverman**, chief marketing officer at **Clavis Insight**, which was acquired by **Ascential** in December, and a product development team.

UMC
from page 1

not be renewing its lease on the tract owned by Tooele County on which the \$200 million installation sits. The move effectively transferred ownership of the racing facility and all of its infrastructure to Tooele County.

Tooele County had no interest in running the park but recognized its economic value to the area. The county immediately asked for proposals from potential buyers to own and continue operating the track as a motorsports facility. In August 2015, the county announced that it had reached an agreement with Mitime Investment & Development Group to sell the park for \$20 million. Mitime is a subsidiary of the Geely Group of Companies, which is the largest independent automobile manufacturer in China and also owns Volvo and several Chinese racetracks. Mitime said it planned to continue and expand motorsports operations at the racetrack, use it to train personnel in track operations and motorsports engineering and as a base to build racing vehicles. Mitime also pledged to promote Utah as a tourism destination to the Chinese. Mitime estimated that its planned \$270 million investment in Utah Motorsports Campus would bring \$1 billion in economic impact to Utah over 25 years.

Then along came Andrew Cartwright and his Center Point Management. Cartwright immediately sued to stop the sale on the grounds that Tooele County accepted a lower bid from Mitime instead of Center Point's higher bid. Cartwright's suit claimed the

action was a violation of Tooele County ordinances and Utah state law. In December 2016, 3rd District Judge Robert Adkins agreed with Center Point and blocked the sale.

Center Point, a Wyoming-based real estate development company, said at the time that it planned to invest about \$140 million to keep the track in operation while constructing condos, homes and an office building at the site.

With the sale to Mitime in limbo because of the lawsuit, Tooele County hired a newly formed subsidiary of Mitime, Utah Motorsports Campus Inc., to operate the park in order to preserve its value until the litigation ended and it could be sold. The county also tried other ways to sell the facility but was blocked by additional legal challenges from Center Point. Media reports indicated that as many as 300 briefs were filed by the parties to the action between its initial filing and its settlement.

Utah Motorsports Campus Inc. ran the track in 2016 and 2017, spending millions of its own money to do so. In January, Mitime announced that it was withdrawing from negotiations to buy Utah Motorsports Campus, citing the unexpected legal challenges the company had faced. Earlier this year, Tooele County announced it had reached agreement with Mitime to continue its management agreement through December and published a 2018 slate of events.

In December, Tooele County announced a settlement of the ongoing litigation with Center Point. The 15-month legal battle ended with the county agreeing to a \$1.55 million payout to Cartwright and

his company. Under terms of the agreement, Center Point Management received half of the settlement in cash when it was successful in getting the lawsuit dismissed and will get the other half when Tooele County sells the campus. As part of the settlement, Cartwright and Center Point promised not to interfere in any future sale of UMC.

The recent posting of UMC for sale apparently signals that terms of December's agreement have been met and that the county is free to proceed with disposing of the facility. There is no indication that Mitime will re-enter the process of purchasing UMC.

A release from Tooele County said, "The sale of Utah Motorsports Campus represents a commitment by the commissioners to ensure its proper management and long-term viability to the economic development of Tooele County."

County Commissioner Shawn Milne said, "We are proud to be home to a world-class race track and event facility. We believe the track will be best managed and will have the most impact for Tooele County and the State of Utah under the ownership and direction of an experienced facility operator. We need to continue bringing international, regional and local events to Tooele. As the seventh-fastest growing county in the United States, the track represents the demand and success of development here."

Tooele County has set July 2 as the deadline for accepting offers. The complete bid package and contact information is available on the Tooele County website, www.tooeleco.org.

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CAREERS



International Relief Teams Seeks Skilled Construction Volunteers

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes.

Our construction teams are currently working in Louisiana in the aftermath of last year's record floods, and anticipate we will be needed in Texas in the near future.

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

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

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

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

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

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CBRE
from page 4

development areas.

"More large closures are expected throughout the year, but the level of potential big-box closures is much more limited than it was just one year ago," said Russ Harris, CBRE first vice president. "When considering the large amount of completed construction and number of pending redevelopments, we expect net absorption to turn positive again before the end of the year, signaling a balanced retail market."

During the first quarter, demand-driven development surged in the suburbs and is already nearing 2017's construction high. There are several 100,000-plus-square-foot tenants in the market searching for space and, with only a handful of existing properties in the valley with

large available spaces, new development is expected to continue throughout 2018 to meet this demand. Though expected to increase, overall activity in the market was slightly subdued during the first quarter, with net absorption decreasing year-over-year at 191,832 square feet.

A couple of emerging trends were solidified in the office marketplace during the first quarter: co-working and conversions. The rising trend of co-working space — shared workplace facilities that can be used by a variety of users seeking flexible lease terms and space requirements — has landlords looking to upgrade their space in order to attract tenants and meet the needs of the changing market. This is also related to the high level of conversions taking place, where investors are seeking existing, non-office buildings in which to build out new, upgraded office space.



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