

Focus



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Commission sends its Point of the Mountain vision to lawmakers

Brice Wallace
The Enterprise

A 700-acre site at Point of the Mountain is home to the Utah State Prison, but a state-appointed commission wants to see it eventually turn into a bustling area boasting a nationally known research or university center that could prompt more high-paying jobs throughout the Wasatch Front.

A scenario with that center has been selected by the Point of the Mountain Development Commission for consideration by the Legislature. That preferred scenario

blends two of five options the commission considered for the prison site and 20,000 more undeveloped acres between Sandy and Lehi.

One concept for the prison site is a combination of mixed-use, office, retail and residential areas, as well as open space and a major research center, with the center serving as a catalyst for the growth of high-paying jobs and a magnet for both high-level employers and their employees.

Speaking last week to the Rotary Club

see **GROW** page 17



Hill AFB remains critical factor in Utah's economy

Two words sum up the impact Hill Air Force Base has on the economy of the state of Utah: steady and significant. That conclusion can be reached by comparing figures released last month by the base in its 2017 Economic Impact Statement.

According to the Air Force, Hill had a total impact of \$3.4 billion in 2017, comparable to the \$3.44 billion reported for 2016. Of that total, \$1.38 billion came in the form of direct payroll to the installation's 25,500 military and civilian personnel. The remainder of the total comes from annual expenditures in the community and the pass-along effect of payroll and purchases, according to base officials.

Hill AFB employees receiving pay from the government include 5,785 military members, 3,362 military dependents and 16,353 civilians. Those numbers are down slightly from last year when the base reported there were 27,365 total personnel, including 5,636 military, 5,591 military dependents and 16,138 civilians.

The annual report was prepared by Hill AFB's 75th Air Base Wing cost and economics division and was calculated using identifiable off-base local area spending from gross expenditures, official said.

A summary of the Hill AFB payroll and community expenditures can be viewed on page 17.

see **HILL AFB** page 17



Existing facilities and infrastructure, such as the bobsled run at the Utah Olympic Park near Park City, are being touted among the reasons that a bid by Utah for a future Winter Olympics — in either 2026 or 2030 — would be an economically sound move by the state.

Hilton: LA's Summer Games award may be detriment to SLC bid hopes

Brice Wallace
The Enterprise

Salt Lake City's biggest obstacle to host an Olympic Winter Games in 2026 or 2030 may not be from competing sites in Switzerland, Sweden or Japan, but instead could be a sun-baked coastal city, according to the leader of the Utah Olympic Legacy Foundation.

The fact that Los Angeles has been awarded the Summer Games in 2028 could work against Salt Lake City's efforts to land the Winter Olympics either two years before or two years after, Colin Hilton, president and chief executive officer of the foundation, said at a recent event at the University of Utah's Kem C. Gardner Poli-

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Overstock subsidiary buys chunk of brokerage

The financial technology subsidiary of Salt Lake City's Overstock.com Inc., t0.com Inc. (tZERO), has purchased a 24 percent interest in StockCross Financial Services Inc. Based in Beverly Hills, California, StockCross is one of the largest privately owned brokerage firms in the nation with branch offices throughout the U.S. Its offerings include traditional broker-assisted trading as well as online services.

tZERO focuses on the development and commercialization of financial technology (fintech) based on cryptographically secured, decentralized ledgers — more commonly known as blockchain technologies.

"An important part of tZERO's strategy is to buy, build or partner in order to aggregate all necessary components to have end-to-end ownership of its trading, clearing and settlement platform," tZERO said in a release. "The investment in StockCross adds a key partner with the custodial and clearing functionality of a U.S. DTCC (Depository Trust & Clearing Corporation) member firm to tZERO's trading ecosystem."

"We view our acquisition of 24 percent of StockCross and our relationship with the Gebbia

family as another key step toward achieving our goal of being the first fully regulated security token trading platform," said Joseph Cammarata, president of tZERO. "This collaboration unlocks enormous potential and provides us with enterprise-level economies of scale for both of our companies."

Under the terms of the transaction, tZERO will pay \$12 million in cash and receive approximately 1.2 million shares of Siebert Financial Corp., the major stockholder of StockCross.

"Our vision is to bring the benefits of blockchain capital markets to the world without imposing large switching costs on participants in the current U.S. national market system," said Patrick M. Byrne, CEO of tZERO and Overstock.com. "To achieve that, we are inch-by-inch stitching together a blockchain capital market which we intend to integrate into the current U.S. system. This investment in StockCross is a large step in that direction."

In a separate transaction, tZERO purchased a 1 percent ownership interest in Kennedy Cabot Acquisition LLC, the controlling owner of Siebert. As a result, tZERO will own approximately an additional 200,000 shares of Siebert.

RMP opts for wind projects

Utility chooses four facilities that will expand its wind generation by 60%

Following an extensive request for proposal (RFP) process, Rocky Mountain Power has selected four new wind projects to fulfill plans to significantly expand the amount of wind energy serving customers by 2020. The four projects will expand Rocky Mountain Power's owned and contracted wind power by more than 60 percent and add enough new wind energy to power approximately 450,000 average homes, the company said in a release last week.

Rocky Mountain issued the RFP in September. The RFP established a competitive bidding process for the company to select the most cost-effective new wind projects. The four selected projects are:

- A 400-megawatt (MW) wind project in Converse County, Wyoming, which will be built by NextEra Energy Resources LLC, with half of the project owned by PacifiCorp and half of the project owned and delivered by NextEra under a power purchase agreement.

- A 161-MW wind project in Uinta County, Wyoming, which will be built by Invenery LLC, and owned and operated by PacifiCorp.

- A 500-MW wind project in Carbon and Albany counties, Wyoming, which will be built, owned and operated by PacifiCorp.

- A 250-MW wind project in Carbon County, Wyoming, which will be built, owned and operated by PacifiCorp.

"The new wind projects are part of the company's Energy Vision 2020 initiative, which will significantly expand the company's Wyoming wind fleet and benefit the state and local economies," said Cindy A. Crane, Rocky

Mountain Power president and CEO. "The project also includes a 140-mile segment of the Gateway West high-voltage transmission line in Wyoming to connect the new wind energy to Rocky Mountain Power's grid."

The additional wind generation and associated transmission line were identified in the company's 2017 Integrated Resource Plan as part of a broader approach to most cost-effectively meet customers' energy needs over the next 20 years, Crane said. Completing the wind projects by 2020 will allow the company to use federal production tax credits to provide net cost savings to customers over the life of the projects.

According to Rocky Mountain Power calculations, the projects are also expected to:

- Create between 1,100 and 1,600 construction jobs in Wyoming and more than 200 full-time positions.

- Add approximately \$120 million in tax revenue from construction.

- Bring significant post-construction annual tax revenues starting at approximately \$11 million in 2021 and growing to \$14 million annually by 2024.

The cost of the four new wind projects is estimated at approximately \$1.5 billion, which is significantly less on a per-megawatt basis than when the new wind and transmission plan was first announced last April, the company said. The per-megawatt reduction in project costs helps make the Energy Vision 2020 initiative lower cost compared to other resource alternatives, such as energy market purchases, to meet forecasted customer energy needs.

Pending approval from state commissions, acquisition of rights of way and receipt of permits, construction of the new wind and transmission projects is expected to begin in 2019.

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Executech buys Red Rock IT

Utah information technology provider Executech has acquired Sandy-based Red Rock IT. The acquisition includes the purchase of Red Rock clients and the integration of Red Rock employees into the Executech staff, the company said.

"We are very excited to welcome the Red Rock team into the Executech family," said Eric Montague, president of Executech. "This addition to our company will help us expand into other areas of our industry that we have yet to explore."

Red Rock clients will be in-

tegrated into Executech's existing services. With the addition of Red Rock, Executech will be preparing to launch more remote support IT services to clients across the Intermountain West, Montague said.

"We look forward to expanding our services and operations in Utah and across the Intermountain West over the coming years," said Montague.

Founded in 1999, Executech provides IT services to small and medium-sized organizations across the Intermountain West. The company employs about 20 technicians.

Summit will bring together life science entrepreneurs and investors

A conference designed to match life sciences entrepreneurs with investors is set for March 1-3 in Salt Lake City. Sponsored by BioUtah and the office of Technology and Venture Commercialization at the University of Utah, the Entrepreneur and Investors Life Sciences Summit 2018 will bring together startups and emerging growth companies with life science corporations, venture capital firms and angel investors.

The event includes an investor dinner on March 1 at the Natural History Museum of Utah, the summit meeting itself on March 2 at the Rice-Eccles Stadium at the University of Utah, and a ski day at the Park City Mountain Resort on March 3.

The summit will feature speakers and panelists, including industry leaders and national and local investors. The dinner will include networking opportunities

with key national and local investors and entrepreneurs, according to a release from BioUtah. The summit will facilitate relationships between the investment community and life science entrepreneurs. Highlights include morning keynote speaker Jonathan Norris of Silicon Valley Bank in San Francisco speaking on the state of life sciences investing, company pitches and reverse pitches. The

ski day will provide additional networking opportunities in a relaxed atmosphere.

"The E&I Summit is becoming a premier life science event in the Mountain West region," said Mike Grey, venture partner at Pappas Ventures. "It's been a great venue to learn of the continued progress Utah is making in establishing itself as an ideal place to create life science businesses."

"Investors are starting to take notice of the life science ecosystem and entrepreneurial culture here in Utah," said entrepreneur Chris Gibson, co-founder and CEO of Recursion Pharmaceuticals. "Recursion Pharmaceuticals has benefited immensely from being part of this community and we look forward to our ongoing involvement with the E&I Summit."

BioUtah is nonprofit trade association serving the life science community in Utah. The University of Utah's Technology & Venture Commercialization office manages the university's intellectual property portfolio, which includes managing invention disclosures, patent prosecution, licensing technologies and spinning out companies based on university inventions. Its purpose is to transform University of Utah discoveries into practical applications.

Registration information about the summit is available at www.bioutah.org/ei-summit-2018.

Pair forms company, prepares to introduce first product

Entrepreneur and BYU scientist join forces to bring world's first mobile liquid chromatograph to market

Milton Lee, a research scientist in liquid chromatography at Brigham Young University, has joined forces with venture-backed business executive Glen Mella to form Axcend, a new company designed to bring the world's first mobile liquid chromatograph to market.

Mella will serve as CEO of Axcend while Lee will serve as its chief science officer. Mella and Lee will be listed as co-founders of the company.

The company unveiled its first product, a compact nanoflow liquid chromatography system, at the Pittsburgh Conference on Analytical Chemistry and Applied Spectroscopy this month in Orlando, Florida. Pittcon is a conference and exposition for laboratory science.

For the past several years, Lee has led a research team at BYU to develop the mobile liquid chromatograph. Those development efforts have matured, the technology has been licensed from BYU, initial funding has been secured and Axcend is being formed to market the results

of the research.

"Those familiar with Milt Lee recognize his vision for innovation in the analytical chemistry industry," Mella said. "Being able to join Dr. Lee and help lead the Axcend team as we disrupt the liquid chromatography market with the first truly mobile device in this space was an opportunity I could not pass up. I'm optimistic that the road ahead is going to be very exciting for us."

Known primarily for his work in capillary chromatography and mass spectrometry, Lee was recognized in 2016



with a Lifetime Achievement Award from *LCGC Magazine*. He has been an analytical chemistry professor at BYU for over 35 years where he has served as the H. Tra-

cy Hall Professor of Chemistry since 1985. Lee conducted post-doctoral research at the Massachusetts Institute of Technology after receiving his Ph.D. in analytical chemistry from Indiana University and his bachelor's degree in chemistry from the University of Utah. He has authored nearly 600 journal publications.

"Very few non-chemists have the ability to quickly come up to speed with something as technical as liquid chromatography," Lee said. "However, not only did Glen grasp the importance and nuances of our new invention very fast, he quickly landed the funding we needed to launch Axcend. I'm confident this is going to be a prosperous and enjoyable adventure together."

Mella has held a variety of positions for several venture capital companies, including president and COO of Control4; senior vice president of marketing for Triton PCS; founder and CEO of Found Inc.; and co-founder and board member of Cypher. He was also vice president at WordPerfect through its sale to Novell and Corel. Mella received his MBA from Northwestern University and his bachelor's degree from BYU.

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CORPORATE FINANCIAL REPORTS

The following are recent financial reports as posted by selected Utah corporations:

Extra Space Storage

Extra Space Storage Inc., based in Salt Lake City, reported funds from operations (FFO) attributable to common stockholders and unit holders of \$158.6 million, or \$1.17 per share, for the quarter ended Dec. 31. That compares with \$134.4 million, or \$1 per share, for the same quarter a year earlier.

Excluding adjustments for non-cash interest and to remove the benefit from tax reform enacted in December, FFO as adjusted was \$1.12 per diluted share, up 8.7 percent compared to the same period in 2016.

Net income attributable to common stockholders in the most recent quarter was \$216 million, or \$1.69 per share. That compares with \$82.4 million, or 65 cents per share, for the same quarter a year earlier.

Same-store rental revenues totaled \$210.8 million in the most recent quarter, up from \$200.1 million a year earlier.

For the full year 2017, the company reported FFO of \$590.2 million, or \$4.27 per share. That compares with \$494.7 million, or \$3.70 per share, for 2016. Excluding adjustments

to remove the benefit from tax reform, property losses and tenant reinsurance claims due to hurricanes and noncash interest, core FFO was \$4.38 per diluted share, up 13.8 percent over 2016.

For the full year 2017, net income attributable to common stockholders was \$479 million, or \$3.76 per share, which compares with \$366.1 million, or \$2.91 per share, for 2016.

Same-store rental revenue in 2017 totaled \$831.4 million, up from \$790.9 million in 2016.

Extra Space Storage is a self-administered and self-managed real estate investment trust that owns and/or operates 1,483 self-storage stores in 39 states; Washington, D.C.; and Puerto Rico. It is the second-largest owner and/or operator of self-storage stores in the United States and is the largest self-storage management company in the United States.

"It was another solid year for Extra Space," Joe Margolis, chief executive officer, said in announcing the results. "Our geographically diversified portfolio and best-in-class platform continue to produce consistent results despite the operational challenges that

see EARNING page 19

Strategic changes for closing more sales

For most of us, what we learn first sticks with us for a long time — often throughout our lives. These things include nursery rhymes along with what we consider to be right and wrong. The acorn doesn't fall far from the tree.

It happens to salespeople, too. Because our early training is indelible, it stays with us to guide us. But new demands and expectations call for strategic changes to keep up, stay relevant and close more sales. Here are five of them:

1. Change your thinking about what you know.

Salespeople are known for being sure (sometimes overly sure) of themselves. Although it takes self-confidence to keep going, it also has a risky downside. It can lead to believing we know more than we do. And nothing kills sales faster than arrogance.

A website designer's creativity gave him an initial edge with a prospective client. In spite of his obvious talent, he lost the job. His presentation was his downfall. It was obvious he had not taken the time to understand the organization or its services. He was so focused on what he was selling, he didn't have a clue as to what his prospect wanted to buy. In other words, he didn't know what he didn't know.

Unless salespeople consciously challenge their thinking, they hand sales to the competition. We all benefit by asking ourselves

these questions: What am I missing? What don't I know? Are my assumptions correct?

2. Change the way you prepare presentations.

Do you think you're at a place where you can "wing it" or all you need to do to get ready for a presentation is to make a few notes, a quick outline or go over it in your mind? If so, you're deluding yourself and short changing your employer and your customers. You may be good, but you're not that good.

Like it or not, here's the truth: *If we don't write it, we only think we know it.* This is what happened to the arguably brilliant *Hillbilly Elegy* author J.D. Vance when he went for job interviews at a prestigious Washington, D.C., law firm while at Yale Law School.

"The last interviewer asked me a question I was unprepared to answer: Why did I want to work at a law firm? It was a softball, but I'd gotten so used to talking about my budding interest in anti-trust litigation ... that I was laughably unprepared," said Vance. "I should have said something about learning from the best or working on high-stakes litigation. I should have said anything other than what came out of my mouth: 'I don't really know, but the pay isn't bad! Ha ha.' The interviewer looked at me like I had three eyes and the conversation never recovered."

It happens when to all of us when we're under pressure. We lose control and "default" to whatever comes to mind. Before we know it, we're talking jibberish. And, like Vance, we can believe why we did it. It happens when we don't prepare — when we don't write it down.

3. Change the way you present.

While presentations may have several objectives, they all have one overriding goal: *engaging the participants.* Unless that happens, a presentation may be interesting and informative, but it's not a home run. Something is missing.

For a presentation to be a winner, it must be interactive — participatory. To invite the participants to interrupt you by raising their hand to ask a question and then to pick up the thread and continue takes confidence. But it also sends the message that the participants shape the presentation. This may sound dangerous but it's well worth the risk.

4. Change your persuasion strategy.

There are still salespeople who say, "If I can just get in front of prospects, that's all I need to

close them." If you want to give it a name, call it "the power of persuasion." They build their case in a way that leads prospects to the logical conclusion that their only reasonable response is saying yes.

Such a sales strategy is still popular; however, more and more of today's consumers and business buyers don't buy it. They push back, feeling they're being "set up," "manipulated" or "pushed."

Today, *push* is out, *pull* is in. To influence buying behavior today takes a sales environment in which customers can decide if they want to do business with you. It's one that gives them the opportunity to find out if they can trust you, if your messaging makes sense, and if you are reliable and responsive.

5. Change how you relate to customers.

Even though companies continue preaching a customer loyalty message, they may be deceiving themselves. For example, Accenture's research indicates that 99 percent of retailers claim their loyalty programs perform at or above expectations, even though 71 percent of shoppers argue that such program do not result in loyalty.

The trend is toward "tentative" or *quid pro quo* loyalty. "As long as you give me what I want, I'll be loyal. If that changes, so will I." This is the message. "These days, more and more consumers see their relationships with companies as an open marriage," say authors Itamar Simonson and Emmanuel Rosen in their book *Absolute Value*.

Clearly, performance-based relationships are taking over. What counts today are consistently good customer experience, convenience, an easy payment process, new and innovative products and customer service (phone, in-person or online), according to a Blackhawk Network study.

Even if they are an Amazon Prime customer paying \$99 a year, customers don't think twice about buying it for less elsewhere, particularly if there's free delivery. Clearly, performance-based relationships trump everything, including loyalty.

They say change is inevitable. If it's true, then there's no better place to start than with ourselves.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of "Magnet Marketing," and publishes a free monthly eBulletin Contact him at johngraham.com.



JOHN GRAHAM

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OLYMPICS

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cy Institute.

The International Olympic Committee's selection of Los Angeles "threw a little bit of a wrench for us because typically a country would not be considered for another Winter Games after just being awarded a Summer Games," Hilton said.

"It's not of an interest of L.A. to have a Winter Games, not of the interest of the U.S. Olympic Committee [for a 2026 Salt Lake City Olympics], but they are supportive of 2030."

Fraser Bullock, chief operating officer and chief financial officer of the Salt Lake Organizing Committee for the 2002 Olympic Winter Games and co-chairman of a committee exploring a future Salt Lake bid, has visited with officials in Los Angeles organizing its 2028 Summer Games to see if partnerships could help both cities, Hilton said.

"We've had that initial contact. We have ideas that we are sharing about how a joint effort could actually benefit L.A. as well as Salt Lake. We think there's great opportunity in a joint hosting," he said.

A major concern is that sponsorship dollars would be directed toward one city at the expense

of the other. "We think that with two years apart — L.A. in 2028 and Salt Lake in 2030 — there are unique opportunities for partnerships. ... There are some interesting things but not yet developed, and I would say we would welcome an increased partnership."

Among nations that have expressed an interest in bidding for Winter Games in 2026 or 2030 are Switzerland, Sweden, Japan and Canada. In the U.S., Denver and Lake Tahoe/Reno have done likewise. U.S. cities interested in hosting in 2026 must declare their interest by March 31 to the U.S. Olympic Committee.

The International Olympic Committee (IOC) could award both the 2026 and 2030 Games in September 2019. Boosting Salt Lake's efforts are a new thinking by the IOC that perhaps it should not put a slew of requirements on host cities, and that perhaps future Games should return to places where existing Olympic facilities have been maintained and host regular events, said Hilton, whose foundation oversees the Utah Olympic Park, Utah Olympic Oval and Soldier Hollow Nordic Center.

"We are the poster child of a place that could showcase this transformation of making a more sustainable and logical approach to hosting an Olympics and doing it very cost-effectively and doing

it with folks who have experience and that have a set of volunteers who continue to be knowledgeable about [for example] how to be a timer at the Olympic Oval. These are things that take years to develop and we have been doing that," he said.

"That's where I say, when the question is, 'Is the Olympics ever going to come back to Utah?' [the answer is] absolutely. It's not a matter of if; it's a matter of when."

Hilton said some potential Olympic cities have backed out due to a growing skepticism about the value of hosting the Games. But public support in Utah is clear: A poll last fall indicated 89 percent of Utahns favor bringing back the Games, and the figure was 83 percent in a more-recent poll.

"That isn't just support," Hilton said. "That's almost a mandate for 'we should do this.'"

Barring the addition of new sports, no new Olympic facilities would need to be built, and funding the Games would come from private sources, sponsorships and the IOC, Hilton said.

The Olympic Exploratory Committee has estimated that hosting in 2026 or 2030 would create an economic impact at least as large as the one from the 2002 Games, which it said was over \$6 billion. Those impacts of the 2002 Games include the regional eco-

nomonic impact — direct, indirect and induced effects of new money spent in the state — as well as new infrastructure that remains in place and serves residents and visitors; the surplus from the Games that benefits the local economy; travel and tourism impacts; and intangible impacts, including the positioning of Utah as a winter sports capital, business development opportunities, and increased

visibility and awareness about Utah.

Hosting in 2030 would likely generate a surplus, it said. The 2002 Games had a \$160 million surplus, of which \$76 million went to the foundation, about \$60 million was paid back to Utah for its initial investment in the legacy venues, and \$25 million was used for improvements to other Olympics-related facilities.

Utah taxation 'favorable'

While property taxes account for about one-fourth of all the tax revenue collected by state and local governments in Utah, the burden of property taxes in the state is relatively low — 34th in the nation, according to a report for the Utah Foundation. The study, "The Essential Tax: Property Taxation in Utah," was released last week.

The key findings of the report include:

- Utah's property tax burden ranks 34th among states. The tax burden has been stable over time, both in terms of income and its ranking among states.
- Utah's Truth in Taxation law appears to have prevented property tax revenues from increasing as quickly as property values.
- Revenues for school districts and special and local districts statewide have increased faster than inflation and population growth combined. By contrast, cities and towns have only been able to match population growth and inflation while county revenues have grown even more slowly.
- Residential property has a much more favorable tax status than business properties. Not only do residential homes receive a 45 percent discount, but residential taxpayers are also exempted from personal property taxes.

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Utah Safety
Conference
& Expo



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The clock is ticking...

The second annual conference is coming up on March 5-6, 2018 at the Mountain America Expo Center.

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BANKING

• **Seacoast Commerce Bank**, San Diego, has hired **Jason Hutsepiller** as senior vice president and Small Business Administration business development officer. He will work in Salt Lake City. Hutsepiller has over 13 years of experience working with small businesses by mostly providing financing through the SBA loan programs. His experience is in SBA business development, management and credit administration. He was most recently the chief lending officer at Town & Country Bank.



Jason Hutsepiller

CONTESTS

• **RevRoad**, a Provo-based business accelerator, is accepting applications until Feb. 28 for its first-ever **\$10,000 Entrepreneur Competition**, titled "Give Your Business a Shot." The winning individual, team or small organization will be chosen based on criteria including business model, problem validation, sales pitch, pitch deck and more. A pitch event and award ceremony takes place March 10, 9 a.m.-1 p.m., at RevRoad headquarters, 1555 Freedom Blvd., Provo. Applications can be completed at www.revroad.com/comp2018. The contest is co-sponsored by Startup Utah and other community partners.

• The University of Utah's **Kem C. Gardner Policy Institute** is accepting nominations until March 15 for the **Informed Decision Maker of the Year Award**, which recognizes businesses, governments, nonprofits and individuals "who help our

community prosper" and follow selection criteria consistent with the institute's committable core values: unrecognized or silent warriors in our community, impact on the community, integrity, accountability, collaboration, and positive and passionate. Nominations can be submitted at gardnerinstitute@eccles.utah.edu. Nomination forms are at <http://gardner.utah.edu/wp-content/uploads/IDmakerSheetFinal.pdf>.

• Applications are being accepted for **Utah Export Acceleration Grants**. Funds can be used by companies to cover the costs of services or activities that help them pursue exporting opportunities or expand their international reach. Services and activities that are eligible include, but are not limited to, education/training, services and travel. No company match is required, but companies do have to meet eligibility requirements. Most grant awards will be \$3,000-\$5,000. Applications will be accepted on a rolling basis for two periods. The first period ends on April 30. The Export Acceleration Grant is funded by JPMorgan Chase & Co. and managed by World Trade Center Utah. Questions can be directed to grants manager Nicole Sherwood at nsherwood@wtcutah.com.

DIVIDENDS

• The board of directors of **Extra Space Storage Inc.**, Salt Lake City, has declared a quarterly dividend of 78 cents per share on the company's common stock for the 2018 first quarter. The dividend is payable March 29 to stockholders of record on March 15.

• The board of directors of **Nu Skin Enterprises Inc.**, Provo, has increased the quarterly cash dividend to 36.5 cents from the previous 36 cents per share. The dividend will be paid March 14 to shareholders of record Feb. 26.

FOODS

• **Green PolkaDot Box Inc.**, Mount Pleasant, and **Buying Collective Holdings Inc.** (BCHI)

have formed a joint venture to deploy new working capital from BCHI for the development and national launch of the Health Merchant network of virtual online stores in a newly formed subsidiary of BCHI, **Green Polka Dot Box LLC**, until a final closing of the asset purchase agreement can occur. The LLC began business activities last July and began organizing to establish direct purchasing relationships with hundreds of the nation's top organic, non-GMO food manufacturers and suppliers. By the end of December, more than 1,600 unique products were purchased and stocked in the LLC's warehouse in Mt. Pleasant, short of the company's goal to stock over 3,500 food products. A crowdfunding offering is designed to boost inventory levels. Anticipating continuing acquisition of inventory, approximately 100 of 250 Health Merchants have begun sales operations on a limited basis, but the LLC has reached or signed new agreements with several prominent food market influencers to become Health Merchants on the LLC's digital platform and open their new stores in the coming weeks.

HEALTHCARE

• **MDVIP**, a personalized healthcare provider, has announced that Salt Lake City internists **Dr. Stephen S. Aslami** and **Dr. Margaret S. Lunt** have opened MDVIP-affiliated primary care practices. Both are associated with St. Mark's Hospital and Intermountain Medical Center. They join Dr. Kate Wilson, who opened her affiliated practice at the same location in 2011, as well as four other MDVIP affiliates across Salt Lake and Summit counties. Aslami earned his medical degree and completed his internship and residency in internal medicine at the University of Utah School of Medicine. Lunt completed her internship and residency in internal medicine at the University of Utah Medical Center. MDVIP's national network has 900 primary-care physicians.



Stephen Aslami



Margaret Lunt

announced a \$15.5 million Series A financing round led by **Mercato Partners**. The company's total funding has reached \$28 million. SaltStack said it will use the investment to hire talent, with specific emphasis on increasing its product and engineering output and extending sales and marketing programs to accelerate customer adoption of SaltStack Enterprise.

• **Kuali**, a Salt Lake City-based software-as-a-service company serving higher education, has raised \$10 million in funding from **Owl Ventures**, a San Francisco-based venture capital fund that specializes in education technology. Kuali began in 2005 as a nonprofit, open-source community initiative for developing higher education administrative systems. Over the past three-plus years Kuali has grown to more than 70 employees and 160 customers.

PHILANTHROPY

• **Toyota** has donated 42 iPads, valued at nearly \$20,000, to the **United Way of Salt Lake**. The devices will be distributed to community schools throughout Salt Lake County where UWSL works. They will be used both during classroom hours and in after-school programs; to support robotics, coding and STEM education; in language instruction; and to help better connect with parents and partners throughout the school community.

POLICY

• The University of Utah's **Kem C. Gardner Policy Institute** has announced new and expanded staff positions. **Juliette Tennert**, who directs the economic and public policy research at the institute, will now serve as chief economist. **Michael Christensen** serves as a scholar in residence. He will advise the research of the institute, mentor staff, and will author a book on state and local public finance. His service follows a 40-year career in public policy in Utah, including appointment as the director of Legislative Research and General Counsel for the Utah Legislature, executive director of Utah Foundation, and state planning coordinator and deputy director of the Governor's Office of Planning and Budget. Christensen holds a Ph.D. in history from the University of Utah. **Dejan Eskic** serves as a senior research associate. Eskic will work closely with the Ivory-Boyer Construction Database, a database on permit-authorized construction at the county and city level in the state. He holds a master's degree in real estate development

from the David Eccles School of Business at the University of Utah and a bachelor's degree in urban planning, also from the UofU. **Thomas Holst** serves as a senior energy analyst, conducting research on the economic impact of Utah's energy industry and analyzing energy economic development scenarios. He was a refined-products trader in Hamburg, Germany; London and Moscow and opened new enterprise offices for Unocal in Rio de Janeiro and Moscow. Holst also worked on the Angola LNG project as the gas supply manager before serving as Chevron's country manager in Romania. He earned a B.S. in chemical engineering and an MBA from Brigham Young University. **Angela J. Oh** is a senior economist for the economic and public policy research team at the institute, analyzing Utah's economy and researching public policy issues that affect the state. Oh previously served as the budget manager at the Utah Department of Transportation and as a staff economist and senior statistician for the Utah Legislature. She earned her B.S. and M.S. in economics from the University of Utah. **Meredith DeMordaunt King** serves as a research associate with a specialty in economics, public policy and survey research. King spent two years working for TargetPoint Consulting in Washington, D.C. She holds a B.A. in political science from Brigham Young University.

REAL ESTATE

• **Dakota Pacific Real Estate Partners** has acquired a building at 6301 N. Landmark Drive, Park City, from **The Boyer Co.** Financial terms were not disclosed. The two-story, 45,000-square-foot, Class A office building is in the Park

see BRIEFS next page

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Industry Briefs

from previous page

City Tech Center at Kimball Junction. It serves as the global headquarters of audio products company Skullcandy. Dakota Pacific is making the investment through its **Dakota Pacific Real Estate Partners Fund, L.P.** Kip Paul of **Cushman & Wakefield** represented Boyer in the transaction.

- **Affinity56**, a luxury apartment community on 35 acres in West Jordan, is pre-leasing. It consists of 531 units ranging from 711 to 1,500 square feet. It is owned by **Uinta Land Co.** and **Mike Schultz Construction Inc.** and is managed by **Alliance Residential Co.**



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of the Year is **Wadman Corp.** The **Small Business of the Year** is **Wasatch Pharmacy Care.** The **Athena Leadership Award** recipient is **Emily Jane Ballard.** **Volunteer of the Year** is **Chris Zimmerman,** Weber School Foundation. **Chairperson of the Year** is **Darren Rogers,** Workforce Development. The **Chamber Impact Award** recipient is **Myers Mortuaries.** The **Sue Westenskow Award** recipient is **John E. Lindquist.**

- **Alta Gateway Station** has received the **2017 Development of the Year** award from the **Utah Apartment Association.** The 289,767-square-foot, 277-unit community has four levels and is located at 500 West and 100 South in Salt Lake City. **Rimrock Construction** was the general contractor with **Kent Kay** as the superintendent.

- **Supplemental Health Care,** a Park City-based staffing agency, has earned **Inavero's 2018 Best Of Staffing Client and Talent Awards** for providing superior service to its clients and job seekers. Presented in partnership with **CareerBuilder,** Inavero's Best of Staffing winners have service quality based entirely on ratings by their clients and the employees they've helped find jobs. Less than 2 percent of staffing agencies in the U.S. and Canada have earned the award for service excellence.

- **The Crown Council,** an international association of independent dental practices, has announced that it has named **Henry Schein Cares** as its **Humanitarian Partner of the Year.** Henry Schein Cares is the global corporate social responsibility program of Henry Schein

Inc. and was honored in recognition of its longtime support for the Smiles for Life Foundation, Crown Council's children's charity arm. Henry Schein has supported Smiles for Life for more than a decade, making annual donations of toothbrushes and other oral health supplies to the foundation in support of its members' humanitarian missions to underserved communities around the world.

SERVICES

- **Serendipity Labs Coworking** has awarded franchise rights to **Renasant Hospitality** for the Salt Lake City-to-Lehi area. Renasant will own and operate shared office and coworking locations in the area.

TECHNOLOGY/LIFE SCIENCES

- **TaskEasy,** a Salt Lake City-based automated property maintenance organization, plans to relocate this month from South Salt Lake to 669 S. West Temple, Salt Lake City. **CBRE** negotiated the 33,000-foot-lease for the company. Barb Johnson and Vic Galanis, first vice presidents in CBRE's Salt Lake City office, represented TaskEasy in the transaction.

- **MasterControl Inc.,** a Salt Lake City-based software company, has expanded its executive team to include **Sara Bresee** as executive vice president of marketing and **Dave Edwards** as executive vice president of sales.



Sara Bresee



Dave Edwards

Bresee has more than 20 years of experience in integrated marketing, both in the client and agency sectors.

Most recently, she was chief marketing officer at Morpho Detection. Prior to that, she served as senior vice president and group managing director of MRM/McCann-West.

She also served as the global account director for Intel Corp. Edwards has more than two decades of sales, manufacturing, customer service and general business management experience. Prior to MasterControl, Edwards served

as the chief operating officer at 3form. Prior to that, he worked at Danaher Corp. and TenFold Corp., an enterprise-wide software company. His education includes a bachelor's degree in economics from the University of Utah.

- **Canopy,** a Salt Lake City-based cloud-based practice management platform for tax and accounting professionals, has



James Sukhan

hired **James Sukhan** as vice president of sales. Before joining Canopy, Sukhan served as director of sales at Podium and

worked in various sales and leadership positions at Qualtrics. He earned a bachelor's degree in psychology from Brigham Young University.

RECOGNITIONS

- The **Ogden-Weber Chamber of Commerce** honored several people during its 2018 Annual Gala. The **Wall of Fame** honorees are **George and Mary Hall.** The **Large Business**



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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.

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

Breakfast Safety Seminar, a Utah Safety Council event with the theme "Workplace Incentive Programs." Location is Utah Safety Council, 1574 W. 1700 S., Salt Lake City. Free for two people per member organization, \$10 for nonmembers. Details are at utahsafetycouncil.org.

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

"Family and Medical Leave Act: A Guide for Human Resources," an Employers Council event with information on how to comply with FMLA, including the definition of "serious health condition," employee notice requirements and managing intermittent leaves. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at <https://www.employerscouncil.org/training-catalog>.

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

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

Feb. 27, 6:30-9 p.m.

Screening of "Saving Snow," presented by Utah Clean Energy and Patagonia. The film is a documentary about the struggle to reverse rising temperatures affecting skiing and snowboarding. Location is Patagonia Outlet, 2292 S. Highland Drive, Salt Lake City. Free. Details are available at utahcleanenergy.org.

Feb. 28-March 2

Intermountain Sustainability Summit and Workshops. Activities begin Feb. 28, 7 p.m., with the Crossroads Project presenting "Rising Tide," a performance grounded in science and elevated by music and art. Location is Peery's Egyptian Theater, 2415 Washington Blvd., Ogden. No registration is required. Free. Summit begins March 1 at Weber State University's Shepherd Union Building, 3910 W. Campus Drive, Ogden, and features keynote presenter Naomi Oreskes, co-author of *Merchants of Doubt* and professor of the history of science at Harvard University; the Eco Expo Hall; a student poster contest and more than 20 sessions.

March 2 features four workshops at the Shepherd Union Building covering climate communication and green building. Details are at <https://www.intermountainsustainabilitysummit.com/>.

Feb. 28-March 3

RootsTech 2018, a family history conference hosted by FamilySearch International. Feb. 28 includes a keynote presentation by Steve Rockwood, chief executive officer of FamilySearch International. Event also features more than 300 classes and activities. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Pass costs start at \$69. Details are at rootstech.org.

Feb. 28, 7:30-8:30 a.m.

Coffee Meet Up, a Holladay Chamber of Commerce event. Location is 3 Cups Coffee, 4670 S. 2300 E., Holladay. Details are at holladaychamberofcommerce.org.

Feb. 28, 9-10:30 a.m.

Workforce Development HR Forum, a West Jordan Chamber of Commerce event. Location is the chamber, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

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

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

Feb. 28, 3-5 p.m.

"Starting Your Business 101," a Salt Lake Small Business Development Center (SBDC) event. Location is Salt Lake Community College's Larry H. Miller Campus, Corporate Partnership Center, Room 110, 9690 S. 300 W., Sandy. Free. Details are at www.sba.gov/tools/events.

Feb. 28, 3-5 p.m.

"Digital Marketing: Grow Your Presence on Social Media," a Salt Lake Chamber event. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$25. Details are at slchamber.com.

March 1-3

Entrepreneur and Investor Life Sciences Summit 2018, sponsored by BioUtah and the University of Utah Technology & Venture Commercialization. Event connects Utah entrepreneurs with local and national investors in life sciences. Investor dinner is March 1, 6-8 p.m., at the Swaner Forum

at the National History Museum, Salt Lake City. Summit is March 2, 8:30 a.m.-3:30 p.m., at The Tower at Rice-Eccles Stadium, University of Utah, Salt Lake City. Skiing and snowboarding is March 3, 8:30 a.m.-4 p.m., at Park City Mountain Resort. Details are at <http://www.bioutah.org/ei-summit-2018>.

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

Chamber Lunch, a Murray Area Chamber of Commerce event. Speakers Abby Osborne, vice president of government relations at the Salt Lake Chamber, and Michael Parker, vice president of public policy at the chamber, will discuss the 2018 legislative session. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$20 with prepaid RSVP, \$30 after Feb. 27. Open to the public. Registration can be completed at murraychamber.org.

March 1, 6-7:30 p.m.

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

March 2, 7:30-8:30 a.m.

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

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

Strictly Networking Luncheon, a West Jordan Chamber of Commerce event. Location is Jim's Family Restaurant, 7609 S. Redwood Road, West Jordan. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

March 2, 8-10 a.m.

First Friday Face-to-Face, a West Jordan Chamber of Commerce business-to-business networking event. Location is the Megaplex Theatres at The District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at westjordanchamber.com.

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

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

March 2, 8-9:30 a.m.

Friday Forum, a Utah Valley Chamber event. Nancy Volmer, director of public relations and marketing for Salt Lake City's Department of Airports, will discuss the airport's updates and expansions. Location is Zions Bank Building, eighth floor, Rock Canyon Room, 180 N. University Ave., Provo. Free for chamber members, \$20 for extra member tickets, \$30 for nonmembers. Details are at thechamber.org.

March 2, 8:30-11:30 a.m.

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

March 3, 7:15-9 a.m.

"Eggs and Issues 2018," a Utah Valley Chamber event with the theme "Is Your Business Affected?" and offering a chance to meet with legislators to discuss issues affecting business in Utah County. Location is Utah Valley Regional Medical Center, Sorenson Tower, Ashton Auditorium, 1134 N. 500 W., Provo. Free. Details are at thechamber.org.

March 3, 8-9 a.m.

Legislative Roundup, with legislators from the west side of Salt Lake County attending to answer questions and share information about bills being considered during this legislative session. Location is Jordan Valley West Valley City, 3460 S. Pioneer Parkway, West Valley City. Details are at westjordanchamber.com.

March 3

2018 Excellence Awards, presented by the Utah chapter of CCIM, with the theme "Time for Tech." Event honors professionals in Utah's commercial real estate industry who exemplify the highest degree of business excellence in more than 14 specialties within the industry. The Hall of Fame recipient is Jim Sorenson of Sorenson Cos. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Details are at <http://www.utahccimchapter.com/about-the-excellence-awards>.

March 5-6

2018 Utah Safety Conference & Expo, presented by the Utah Safety Council. Event features 40 breakout sessions, keynote speakers, networking luncheons and an expo highlighting the latest in safety products and services. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Cost is \$250 for members,

\$350 for nonmembers, \$50 for students. Details are at utahsafety-council.org.

March 6, 9-10 a.m.

"International Trade Financing 101" Seminar, presented by World Trade Center Utah and the Export-Import (Ex-Im) Bank of the United States. Troy Fuhriman, Ex-Im Bank senior vice president and general counsel, will lead a discussion with local Utah exporters to highlight how Ex-Im can equip Utah exporters of all sizes to compete in the global marketplace and win overseas sales. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free. Details are at wtcutah.com.

March 6, 11:30 a.m.-1 p.m.

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

March 7

ACG Utah 2018 Intermountain Growth Conference, featuring the DealSource Lounge and ACG Capital Connection, a Utah Chapter of the Association for Corporate Growth (ACG) event. Conference is an opportunity for industry professionals to meet and learn from one another, discover the latest tools that promote growth, and learn techniques to overcome challenges. Keynote speaker is Dan Clark, CEO of a consulting firm and best-selling author. Location is Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$1,395 for private equity groups, \$995 for intermediaries, \$325 for ACG members, \$375 for nonmembers, \$250 for March 8 ACG Western Ski Conference in Park City only. Details are at acg.org/utah.

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

Early B.I.R.D. Business Primer, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

March 7, 1-2 p.m.

2018 Spring Presidential Lecture, a Utah Valley University event. Speaker Hugh Herr, MIT professor, rock climber, double amputee, bionic innovator and leader of MIT's biomechatronics

CALENDAR

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research group, will discuss "The New Era of Extreme Bionics." Location is UVU Classroom Building Lecture Hall (CB 101A-B), Orem. Free, and open to the public. Details are at <https://www.uvu.edu/president/presidentiallecture/>.

March 7, 3-4:30 p.m.

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

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

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

March 8, 11:30 a.m.-1 p.m.

Lunch and Learn, a Murray Area Chamber of Commerce event. Location is The Union, 7176 S. 900 E., Midvale. Details are at murraychamber.org.

March 8, 11:30 a.m.-1 p.m.

LinkedIn Luncheon, a Utah Valley Chamber event featuring information about how to use LinkedIn to create a competitive advantage, with Kate Bowcut, Utah Valley Chamber business development executive, providing tips on how to improve a LinkedIn profile. Location

is Wallabys Smokehouse, 69 State St., Orem. Details are at thechamber.org.

March 8, 3-5 p.m.

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

March 8, 5:30-6:30 p.m.

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

March 8, 6:30-8:30 p.m.

Small Business Roundtable, presented by the Salt Lake County Library in partnership with Salt Lake SCORE. Workshop will include information about digital tools and apps for business success. Location is Sandy Library, 10100 S. Petunia Way, Sandy. Free. Details are at sandychamber.com.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker Carly Percy, Miss Rodeo Utah 2018, will discuss her promotion and education of the western lifestyle. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

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

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

ogdenweberchamber.com.

March 13, 8 a.m.-1 p.m.

Employer Workshop, focused on hiring and retaining people with disabilities, networking with specialists and getting resources. Location is Division of Services for the Blind and Visually Impaired Conference Room, 250 N. 1950 W., Salt Lake City. Free. Registration deadline is March 6. Details are at usor.utah.gov/employers.

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

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

March 13, 5:30-7:30 p.m.

Business After Hours Social, a Holladay Chamber of Commerce event. Location is Hampton Inn by Hilton Salt Lake City/Cottonwood, 3210 E. Millrock Drive, Salt Lake City. Free for chamber members, \$10 for nonmembers. Details are at holladaychamberofcommerce.org.

March 14-15, 9 a.m.-3 p.m.

"Boots to Business: Reboot," a two-step veteran training program that provides participants an overview of business ownership as a career vocation, an outline and knowledge on the components of a business plan, a practical exercise in opportunity recognition, and an introduction to available public and private sector resources. Location is the Small Business Development Center (SBDC) in Orem, 815 W. 1250 S., MS 239, BRC Building Training Room,

Orem. Free. Details are available by contacting Ian Lorenzana at (801) 524-3209.

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

"Conflict: Self-Management," an Employers Council class on how to build skills for constructive resolution by creating an effective environment and developing compromises for mutual benefit. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

March 15, 8 a.m.-noon

Cybersecurity Conference 2018, a Salt Lake Chamber event. Experts from government, law enforcement and the private sector will discuss how to develop, evaluate and strengthen cybersecurity programs. Location is the Hilton Hotel, 255 S. West Temple, Salt Lake City. Cost is \$75. Details are at slchamber.com.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is from Chick-fil-A of Murray. Location is The Union, 7176 S. 900 E., Midvale. Details are at murraychamber.org.

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

Chamber Luncheon, a Davis Chamber of Commerce event. Speaker Derek Miller, president and chief executive officer of World Trade Center Utah, will discuss "Utah Goes Global." Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$20 for members, \$25 for guests. Details are at davischamberofcommerce.com.

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

"Multiplying Lasting, Profitable Relationships," a West Jordan Chamber of Commerce event. Speaker is Clay Neves of Personal Sales Dynamics. Location is West Jordan City

Hall, Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. Details are at westjordanchamber.com.

March 15, 6-7 p.m.

Community Health Series, a Cottonwood Heights Business Association event with the theme "Myth-Busting Low Back Pain." Speakers are Ryan Carver, owner and trainer at Leverage Fitness Solutions; and Dan Mills, owner and physical therapist at PRC. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Free. Registration can be completed at communityhealthback.eventbrite.com.

March 15, 6-8 p.m.

Second Annual Health Innovation Pitch Competition, a Society of Physician Entrepreneurs (SoPE) event. Student teams and early-stage companies can enter the competition by sending their pitch deck to drdayton@gmail.com. Finalists will pitch their idea during the first half of the event and semi-finalists will be invited to set up booths during the networking part of the meeting. Location is Church & State, 370 S. 300 E., Salt Lake City. Registration can be completed at Eventbrite.com.

March 16, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker Tim Bingham of Greenfrog Coaching will discuss habits, how they impact lives and how to manage them. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

March 20, 8 a.m.-2:30 p.m.

"ADA: Managing Disa-

see CALENDAR page 13



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What the #MeToo movement means for your business

If you have been paying attention at all to the news lately, then you have heard about the #MeToo movement. For those who haven't — or are unsure what it meant when all of Hollywood decided to wear black to the Golden Globes — the #MeToo movement started as a two-word hashtag on social media used to help demonstrate the widespread prevalence of sexual assault and harassment, especially in the workplace. It spread virally and was soon followed by the public revelations of sexual misconduct allegations against Harvey Weinstein, thereby bringing Hollywood into the movement.

At first glance, it might not seem overtly obvious how this impacts businesses. After all, sexual harassment complaints have been around practically since businesses have. However, the costs that sexual harassment allegations are placing upon businesses are nothing to ignore. A *Wall Street Journal* poll this past fall reported that nearly half of women say that they have been sexually harassed at work.

A recent data analysis by the Pew Research Center found that

women experience sexual harassment at nearly three times the rate men do at work. In the poll, sixteen percent of women — and 29 percent of women with advanced degrees — said they had received repeated, small slights at work, compared with just 5 percent of men.

Twenty-three percent of women said they felt they had been treated as if they were not competent, compared with just 6 percent of men. The Department of Labor has calculated that women are projected to account for 51 percent of the increase in total labor force growth between 2008 and 2018 and that women currently comprise at least 47 percent of the U.S. labor force.

With such a large percentage of the workforce being affected by sexual harassment, it follows that this could have a large impact on businesses.

But what is the actual impact to businesses? According to a 2016 report from the U.S. Equal Employment Opportunity Commission, employers paid \$699 million to workers alleging harassment through the EEOC's pre-litigation process going back to 2010. Add in indirect costs such

as lower productivity and higher turnover, sexual harassment allegations could be staggering over time to a company. A study from 30 years ago estimated that the average Fortune 500 company loses \$6.7 million per year due to settling sexual harassment claims. If that was the figure from 30 years ago, imagine what those costs are now. After all, 21st Century Fox paid out \$45 million in the first quarter of 2017 to settle allegations of sexual harassment.

It's well known by most businesses that within the Civil Rights Act of 1964, Title VII is the part of the law that lays out legal parameters prohibiting discrimination in the workplace on the basis of any "protected class," including sex (i.e. gender). So, it shouldn't be news that discrimination in the workplace is unlawful. In the past, paying out for sexual harassment claims was greatly limited and until 1991, the only damages that could be awarded in sexual harassment cases were limited to recouping back pay and lost wages and reinstatement in their previous position if the victim had been fired for bringing the claim.

Today, potential damages are much greater. When sexual harassment claims go to court, a plaintiff can now pursue dam-

ages that would include "future pecuniary losses, emotional pain, suffering, inconvenience, mental anguish, loss of enjoyment of life and other nonpecuniary losses" as well as punitive damages in certain circumstances. Add in legal fees that range from \$125,000 up to \$168 million and now, more than ever before, businesses stand to be greatly affected by sexual harassment claims in the workplace.

So what can be done to help prevent such damages? Pro-active and pre-emptive steps are the best way to limit damages. Under Title VII, companies are vicariously liable for the sexual harassment of their employees if they knew about the conduct of the harasser and failed to take action. Courts have made clear that companies will be liable for such harassment if they fail to intervene and stop the workplace harassment.

Companies can insulate themselves from liability by placing explicit reporting mechanisms in place where employees can seek relief if they are subjected to sexual harassment. This should be identified in company written policies and employee handbooks. Importantly, such policies should make clear that employees can re-

port such harassment without fear of retribution or retaliation.

Another important step is annual or bi-annual training on what constitutes sexual harassment and what is appropriate or not appropriate in the workplace. Importantly, when harassment is reported, a company must take action immediately and has a fiduciary duty to intervene and investigate. Such investigations should be done as quickly and discreetly as possible. An investigation done wrong can open up a company to further liability.

Moral of the story: Sexual harassment and the #MeToo movement are something that employers should be paying close attention to. By taking pre-emptive measures to ensure policies are in place to deter sexual harassment, providing reporting options for those affected, responding to complaints quickly and conducting sexual harassment training often, companies can help protect themselves from the damages sexual harassment can have not only on their employees, but also their bottom line.

Jessica Johnston is an associate attorney at the Strong & Hanni law firm in Salt Lake City where she specializes in employment law.



JESSICA JOHNSTON

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CALENDAR

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ilities in the Workplace,” an Employers Council class to help employers better manage disabilities in the workplace by exploring who is disabled under the Americans with Disabilities Act. Location is Employers Council, Utah Office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employer-scouncil.org.

March 20, 11:30 a.m.-1 p.m.

Business Women's Forum Luncheon. Speaker Pamela Okumura, executive director of People Helping People, will lead roundtable discussions about how women can support one another in the workplace. Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

March 20, 11:30 a.m.-1 p.m.

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

March 21, 8-10 a.m.

AED Breakfast Seminar, a Utah Safety Council event. Location is Utah Safety Council, 1574 W. 1700 S., Salt Lake City. Free for two people per member organization, \$10 for nonmembers. Details are at utahsafetycouncil.org.

March 21, noon-1 p.m.

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

March 21, 3-4:30 p.m.

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

March 22, 11:30 a.m.

Multi-Chamber Luncheon Series, presented by the Murray

Area, Southwest Valley, South Jordan, West Jordan and South Salt Lake chambers of commerce and ChamberWest. Location is Conservation Garden Park, 8275 S. 1300 W., West Jordan. Open to the public. Registration can be completed at westjordanchamber.com.

March 23, 7:30-8:30 a.m.

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

March 23, 8:30 a.m.-5 p.m.

Huntsman Venture Forum, presented by the Partners in Business at Jon M. Huntsman School of Business at Utah State University. Event includes keynote presentations, breakout sessions and panels “that address the skills, strategies and legal counsel necessary to be a force in the economy.” Location is Perry Pavilion, Huntsman Hall, Utah State University, Logan. Cost is \$20. Details are at <http://partners.usu.edu/>.

March 24, 6-11 p.m.

Murray Area Chamber

Gala, a Murray Area Chamber of Commerce event. Theme is “Hollywood Glam.” Location is Hotel RL, 161 W. 600 S., Salt Lake City. Cost is \$60 per person or \$100 per couple. Details are at murraychamber.org.

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

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

March 28, 7:30-9:30 a.m.

“New Pioneers: American Dream Award Program 2018,” a Salt Lake Chamber event recognizing the contributions immigrants make every day in Utah. Honorees are Aden Bata, director of immigration and refugee resettlement at Catholic Community Services; Luz Escamilla, Utah state senator and vice president of community Development at Zions Bank; Valter Nassi, owner and proprietor of Valter's Osteria; and LDS Humanitarian Services. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Cost is \$65. Details are at slchamber.com.

March 28, 7:30-9 a.m.

Workforce Seminar 2018,

an Ogden-Weber Chamber of Commerce event providing SHRM credits to HR professionals. Location is the Ogden-Weber Chamber of Commerce, Commission Chambers, first floor, 2380 Washington Blvd., Suite 290, Ogden. Open to Weber and Davis county businesses. Registration can be completed at Eventbrite.com.

March 28, 7:30-8:30 a.m.

Coffee Meet Up, a Holladay Chamber of Commerce event. Location is 3 Cups Coffee, 4670 S. 2300 E., Holladay. Details are at holladaychamberofcommerce.org.

March 28, 8-9:30 a.m.

Legal Breakfast Briefing Series: “The Rapidly Changing World of Employment Law Under President Trump,” an Employers Council event reviewing what has changed and what has not in employment law during the Trump administration. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

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Opinion

EB visa program: The U.S. should welcome more investor immigrants

There's a deep political divide over how to handle immigration, and clashes over the issue have contributed to two government shutdowns — albeit one lasting mere hours — thus far this year. Battles relating to illegal immigration, including the question of border security and the status of so-called “dreamers” — those brought into the United States illegally as children — are receiving the most attention. But the fight over the legal immigration system could also prove to have a significant impact on the U.S. economy.

President Donald Trump has called for an end to the diversity lottery program, which offers visas to those from nations that have relatively few immigrants in the United States. He also wants to end the heavy use of family-based visa programs.

The diversity lottery program isn't especially popular and the bipartisan Gang of Eight agreement passed by the Senate in 2013 would have ended the program. However, legal immigration reform shouldn't be limited to reducing programs considered undesirable. It should also include expanding programs that are more narrowly focused on benefiting the U.S. economy.

Among them are employment-based,

or EB, visas, which Congress currently caps at 140,000 annually. This number hasn't been adjusted since 1990, even though the economy has doubled in size since then. Moreover, the least available of these visas, EB-5 (capped at 10,000), should be the least controversial, even in light of today's anti-immigrant zeitgeist.

The EB-5 visa program allows people from abroad who invest in certain U.S. businesses to obtain lawful permanent status, a precursor to citizenship. For qualification, the program requires an investment of \$1 million in a new commercial enterprise or \$500,000 if directed to “targeted employment areas,” typically rural areas or those with high unemployment.

Since 2008, EB-5 immigrants have invested over \$20 billion in the U.S. economy and projects associated with their investments have created over 174,000 jobs, according to Department of Commerce research. Increasing the attractiveness of foreign investment in the United States was one of the top goals of tax reform, so expanding the EB-5 program would build on the economic success of the Tax Cuts and Jobs Act.

EB-5 visa demand has increased dramatically in recent years. The program

brought in over \$5 billion in 2017 alone. Making more EB-5 visas available would mean more merit-based immigration of the type Pres. Trump seems to prefer, assuming that financial success is one means through which to measure such merit, while also bringing more crucial investment into the United States.

This shouldn't be a problem. As the Cato Institute's Alex Nowrasteh explained to me, Congress intended for all of the employment-based green cards to go to workers and investors and for green cards for their family members not to count against the numerical cap. However, every administration since the early 1990s has counted these family members against the cap — essentially halving the number of employment-based green cards annually. As a result, he says, “65 percent of those who earned EB-5 green cards in 2016 were the family members of the investors. At a minimum, the family members of the investors should be exempt from the cap, just like all family members should be exempt from the numerical cap in the employment-based green card categories.”

According to the president, immigrants using family-based visas, which account for most visa applicants, aren't sufficiently educated or trained to be of any use to the

U.S. economy. Setting aside whether that's the ideal lens through which to judge the value of immigration, he underestimates the economic value of even low-skilled immigration. These immigrants are often the people who allow higher-skilled Americans to go to work and move up the economic ladder. They care for American children, mow American lawns, help expand middle-class Americans' businesses and do so without consuming much when it comes to the government programs that drive our longer-term debt. That's merit, if you ask me.

If immigration reform is going to reduce family-based visa programs because they're not sufficiently merit-based, then it should similarly expand those that clearly are. The great news is, as Nowrasteh noted, “we could triple the annual number of EB-5 investor green cards tomorrow just by interpreting the statute correctly.” Along with correctly implementing the law, doubling the availability of EB-5 visas to 20,000 per year would also increase the foreign direct investment such visas bring.

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

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VERONIQUE de RUGY

Optimism circling the globe - with the exception of the Middle East

There's a lot to be optimistic about today. In almost every part of the world, economies are growing and war, poverty and disease are receding. But then there is the Middle East.

Syria remains a collapsed country; more than 5 million of its people have already fled. Yemen is now the site of the world's worst famine and the war there seems unlikely to end anytime soon. Iraq, barely recovered from its own civil war and battle with the Islamic State, estimates it needs around \$100 billion for reconstruction — money it does not have. And the danger of greater conflict in the region seems ever-present. We are now seeing fighting between Turkey and American proxies, and fire exchanged between Israel and Syria. Recently, U.S. airstrikes killed perhaps dozens of Russian mercenaries in Syria, a worrisome escalation for the former Cold War adversaries.

In dealing with the volatile situation, the Trump administration seems largely disengaged. Its strategy, if it can be called that, has been to double down on its anti-Iranian stance — subcontracting foreign policy to Israel and Saudi Arabia. But recent events make plain it's not working.

In the latest issue of *Foreign Affairs*, the scholar Vali Nasr urges a fundamental rethinking of Washington's Iran policy. The administration is acting on the assumption that instability in the Middle East is the result of a rising Iran that seeks to spread its ideology. Iran is often described in the cor-

ridors of Washington as “more interested in being a cause than a country.”

Nasr points out that this premise is wrong. Today's instability in the Middle East did not originate with Tehran's ambitions. It was the result of the 2003 American invasion of Iraq, which overturned the balance of power between Arab states and Iran by dislodging Saddam Hussein and allowing chaos to spread. Iran pursued its national interests intensely, seeking

influence in its neighborhood. It did not try to spread Islamic fundamentalism. In fact, it has been at the forefront of the fight against Sunni terrorist groups like the Islamic State.

Iran's strategy has been remarkably successful because it ventures into places where it has strong local allies (Iraq, Syria, Yemen), is willing to put in troops and militias and plays a long game. Its adversaries, by and large, do not have these advantages. The United States and Israel — outsiders in the Arab world — mostly fight from the skies. But air dominance has its limitations in terms of shaping political realities on the ground. It's highly significant, Nasr explained to me, that Syria (backed by Iran and Russia) was able to down an Israeli fighter jet. “It's the first time in 30 years that an Israeli military strike has been met with a response. It underscores how difficult it will be to dislodge Iran and Russia from Syria.”

Meanwhile, Turkey has been taking increasingly bold actions in northern Syria against American-backed Kurdish forc-

es. This raises the possibility that, at some point, Turkey and the United States — two NATO allies — might find themselves firing on each other.

Where are the Arab countries in this geopolitical game? “The most striking reality about the power struggle in the Middle East these days,” Nasr told me, “is the absence of the Arabs. Look at the recent fighting. It is all non-Arab powers — Iranians, Turks, Russians, Israelis and Americans — engaged in combat operations to

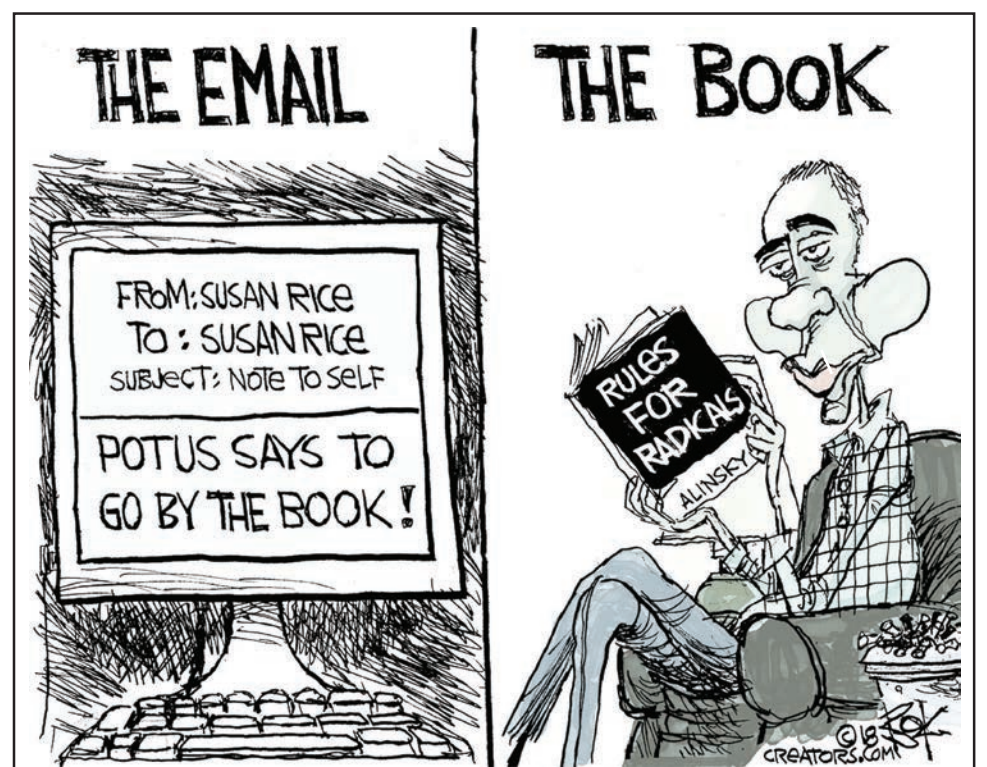
determine who will shape the Arab world.”

At this point, far from being a revolutionary power, Iran is trying to ratify the status quo, largely because it has won. Its presence in Iraq and Syria is now entrenched. Its ally, Bashar Assad, has survived and is consolidating power over a rump Syria. Saudi Arabia's efforts to fight Iranian influence in Yemen, Lebanon and

see ZAKARIA page 19



FAREED ZAKARIA



Opinion

A solution for Trumpism: Just take away his bully pulpit

Is Donald Trump a good president or a bad president?

I have no idea how history will treat Trump. During the Truman presidency, I remember that people were saying that he was a bad president. History proved those people to be wrong and Truman turned out to be one of the greatest presidents that our nation ever had.

I am not going to bore you with all the negative things that the media is saying about Trump. But what I am going to try to do is to show you how a simple act can eliminate all the stress and anxiety that the American citizenry is presently going through because of Trump.

The solution to our problem is to just take away Trump's bully pulpit — with the exception of his tweets. There is no way to stop Trump from tweeting because of the First Amendment to the Constitution.

According to Wikipedia, a bully pulpit is a conspicuous position that provides

an opportunity to speak out and be listened to. The term was coined by President Theodore Roosevelt, who referred to his office as a bully pulpit — by which he meant a terrific platform to advocate an agenda. Roosevelt used the term “bully pulpit” as an adjective meaning “superb” or “wonderful.”



ROBERT PEMBROKE

Trump claims he reaches 44 million people with his tweets. Since he was elected president, he has sent out over 10,000 tweets. Once he has tweeted, the media immediately jump on the bandwagon and make sure that millions and millions more people know

about Trump's tweets.

Never before in my lifetime have I seen the divisiveness and partisanship that is going on now in our great country. Great leaders like Ronald Reagan or John F. Kennedy could mitigate the divisiveness and partisanship and calm things down. In my

opinion, Trump is not the person who can or will want to do this. Trump is a master at using divisiveness for his own personal gain.

Let's all step back for a moment and try to see what is going on. Economically, America is in great shape. As evidence of this, just take a look at the stock market. Despite recent setbacks, it is booming and unemployment is at 4.1 percent. I'm happier and I am sure that I am not alone. I think it is wonderful that all the people that own a share of Americana are benefiting. Hopefully, they're putting away a part of their net worth for their golden years and they're able to fund a good education for their children.

It's about time that Trump go to a corner of the room, sit on a tall chair facing the wall and put on a dunce hat. Is this going to happen? I don't think so, but all of us better try our darnedest to insulate ourselves from Trumpism.

The Fourth Estate must generate revenue to pay for the content that it releases.

The more eyes that are looking at this content, the more the revenue. Trump's tweets — and also Trump himself — get more eyes to look at the millions of pages that are produced by the press. So how in the heck are we going to be able to reduce the Trump effect?

I used to watch television news almost all the time. Then, my wife told me that I was not allowed to watch Fox News in her house and since I was getting free rent and living in a pretty nice abode, I have not been watching Fox News. I must admit that when my wife is at the beauty salon or out of the room, I do take a peek at Fox. I now use my mobile device to pick and choose the news that I am interested in and thus can filter out Trump.

This simple act has made my life bearable.

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

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GROW from page 1

of Salt Lake City, Robert Grow, president and chief executive officer of Envision Utah, which was selected for the visioning and planning of the region, said

that developing the region the way the commission envisions would lead to 150,000 new jobs by 2050. One-third would be at Point of the Mountain, with the remainder spread along the Wasatch Front.

“This is about building the entire innovation cluster for Utah

— building a flagship among flagships other places,” Grow said.

What’s more, the jobs would pay an average of \$120,000, and the average annual income of every household in a four-county area would grow by \$10,000, he said.

If the region fails to undertake the preferred vision, those 150,000 jobs would be lost, and for every IT job lost, the state also loses four support jobs, eight other jobs, \$816,000 in annual personal income and \$17,400 in annual net state revenue, he said.

“We’ll never know we lost them because they never came,” Grow said of the jobs. “They won’t come and leave; they just won’t come. There’s probably no economic opportunity in the state of Utah, anything that we could do, that could bump economic growth for the future like doing this Point of the Mountain area right in the years ahead.”

Speaking at a recent Governor’s Office of Economic Development (GOED) board meeting, Christopher Conabee, a GOED board member and co-chair of the commission, said the research center could take one of several forms. It could be like an Apple Inc. campus, a collaboration among all existing Utah higher education institutions or perhaps a new institution, among others, he said.

Grow said a group of consul-

tants studied high-tech centers in the U.S. and worldwide and found that Utah is competing with about 14 others in U.S.

“But we are the smallest of the 15. Some might say we may be the weakest of the 15,” he said. “We actually have some amazing things going on here, but it’s not like we have the critical mass of Research Triangle Park in Raleigh/Durham or Silicon Valley or Seattle. So, we are still the David in this Goliath battle, and we need to think of ourselves that way if we are going to get things right, and it’s going to take a lot of focus to do that.”

While preferred development of Point of the Mountain would boost incomes and tax revenues, it also would come at a cost: Transportation infrastructure would have a price tag of up to \$11.4 billion. While the first phase of the commission’s work featured public input and the second featured scenario development, the next phase will focus on financing the preferred scenario.

While the Point of the Mountain area has challenges — including being a traffic bottleneck between two heavily populated counties — it also represents a huge development opportunity, Grow and Conabee said.

“If you want to go find 700 acres between two universities; 45 minutes from an international

airport; 15 minutes from a major east-west, north-south freeway; at an exit in a major market; with a demographic of 3 million people or 4 million people in 2050, good luck finding it, and we have that,” Conabee said of the prison site. “And so, if we do this correctly, we can solve not just a lot of our problems but we can be a key site for some really large, large innovation and pay rates.”

“It’s a fabulous site,” Grow said. “Any region of America would love to have 600-700 acres sitting in the middle where they could actually develop something like this. ... We have a place right in the middle of a booming region between our two strongest, fastest-growing counties where we can create a fabulous place for the jobs of the future.

“What we do in this 20,000 acres — and particularly in the prison site — will set the tempo and design for this ‘center place’ of the Wasatch Front for years to come.”

“The good news is, we have a scenario that works,” Conabee said. “The bad news is, if we don’t implement that scenario quickly, every day that we wait, every month that we wait, more ground gets bought up and more things happen that prohibit us from doing it.”

Details about the preferred scenario are at <https://pointofthefuture.org>.

HILL AFB from page 1

In graphics supplied by Hill

Air Force Base’s 75th Air Base Wing cost and economics division, a breakdown of both payroll and community expenditures is detailed:

SUMMARY OF SALARIES

APPROPRIATED FUND MILITARY	LIVING ON BASE	LIVING OFF BASE	TOTAL
Active Duty	\$12,489,171	\$251,266,847	\$263,756,018
Non-Extended Active Duty ANG/Reserve	\$594,866	\$21,216,493	\$21,811,359
TOTAL	\$13,084,037	\$272,483,340	\$285,567,377

APPROPRIATED FUND CIVILIANS

General Schedule	\$472,264,989
Federal Wage Board	\$311,493,929
Acq/Demo	\$221,060,208
Other	\$83,263,816
TOTAL	\$1,088,082,941

NON-APPROPRIATED FUND CONTRACT CIVILIANS & PRIVATE BUSINESS

Civilian NAF	\$7,206,499
Civilian BX	\$2,322,022
Contract Civilians (not elsewhere included)	\$0
Private Businesses On Base, By Type:	\$1,749,912
Branch Banks/Credit Union	\$813,375
Other Civilians (not elsewhere included)	\$936,537
TOTAL	\$11,278,433

Total Payroll: \$1,384,928,751

SUMMARY OF ANNUAL EXPENDITURES

EXPENDITURES FOR CONSTRUCTION

Military Construction Program	\$22,174,000
Non-Appropriated Fund	\$0
Military Family Housing	\$0
O&M	\$18,800,000
Other	\$0
TOTAL	\$40,974,000

EXPENDITURES FOR SERVICES

Services Contracts	\$513,193,271
Other Services (not elsewhere included)	\$0
TOTAL	\$513,193,271

EXPENDITURES FOR PROCUREMENT OF MATERIALS, EQUIPMENT & SUPPLIES

Commissary	\$1,287,386
Base Exchange (BX)	\$949,570
Health (CHAMPUS, Government cost only)	\$103,314,685
Education (Impact aid and tuition assistance)	\$296,660
TDY	\$4,771,336
Other Materials, Equipment & Supplies (not included elsewhere)	\$788,317
TOTAL	\$111,407,953

TOTAL EXPENDITURES: \$665,575,224



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CALENDAR

from page 13

March 29, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is Lynda Brown of KidsEat! Location is The Union, 7176 S. 900 E., Midvale. Cost is \$15 for members, \$20 for guests. Details are at murraychamber.org.

March 29, 5:30-6:30 p.m.

Business Boot Camp, a Cottonwood Heights Business

Association event with the theme "Understanding Your Brain: 12 Things You Should Know About Your Brain." Speaker is Trigena Halley, founder and owner of Peak Performance. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Free. Registration can be completed at understandyourbrain.eventbrite.com.

March 29, 5:30-8 p.m.

Fourth Annual Food-preneur Festival, a Women's Business Center event featuring

local food products and owners. Location is Grand Hall, Union Pacific Depot, The Gateway, 400 W. South Temple, Salt Lake City. Tickets are free but limited, and registration is required. Details are at <http://foodpreneur.org>.

March 29, 7-9:30 p.m.

Pillar of the Valley" Gala, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 200 W. Center St., Provo. Cost is \$250 for members, \$300 for nonmembers. Details are at thechamber.org.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Rozan Mitchell, candidate for Salt Lake County recorder. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering from the menu). Open to the public. Details are at murraychamber.org.

April 3, 8-11 a.m.

"Harassment Prevention for Managers and Supervisors," an Employers Council event.

Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130. Details are at employerscouncil.org.

April 3, 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

see CALENDAR next page

ZAKARIA*from page 14*

Qatar have so far failed. Qatar is now closer to Iran and Turkey and the rifts within the Arab world continue to deepen.

For its part, Russia — having aligned itself with Iran while still maintaining close ties with Israel — has emerged as the kind of outside balancer that America once was. “Russia ... has become the only power broker in the Middle East that everyone talks to,” writes Nasr. This is not because Russia is powerful, but because it has been shrewd.

Since 1973, when Henry Kissinger essentially expelled the Russians from the Middle East, the United States has been the pre-eminent outside power. It is losing that role through a combination of weariness, disengagement and a stubborn refusal to accept the realities on the ground. A different American approach — engaging with Iran and working with Turkey and Russia — might return it to its unique place in the region and help create a more stable balance of power in what remains the world’s most volatile hot spot.

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

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EARNINGS*from page 4*

new supply presented in certain markets.”

Nu Skin

Nu Skin Enterprises Inc., based in Provo, reported net income of \$18.2 million, or 33 cents per share, for the fourth quarter ended Dec. 31. That compares with \$38.2 million, or 69 cents per share, for the same quarter a year earlier.

Without the impact of tax reform legislation (the Tax Cuts and Jobs Act) passed in December, earnings per share in the most recent quarter was \$1.20, up from 69 cents per share in the year-earlier quarter, which included a 10-cents-per-share tax charge.

Revenue in the most recent quarter was \$666.2 million, up from \$531.3 million in the year-earlier quarter.

For the full year 2017, the company reported net income of \$129.4 million, or \$2.36 per share, which compares with \$143 million, or \$2.55 per share, for 2016. Revenue in 2017 totaled \$2.28 billion, up from \$2.2 billion in 2016.

Without the impact of tax reform, earnings per share in 2017 was \$3.23, compared with

\$2.55 per share in 2016, which included a 36-cents-per-share Japan customs charge.

Nu Skin develops and distributes beauty and wellness products.

“We concluded 2017 on a high note with solid quarterly results driven by customer and sales leader growth,” Ritch Wood, chief executive officer, said in announcing the results. “Our growth strategy, which remains focused on three key elements — engaging platforms, enabling products and empowering programs — continues to drive our positive results.”

Wood said the company recently completed the acquisition of two manufacturing partners in which Nu Skin previously held noncontrolling equity ownership, as well as a packaging company. “We anticipate these acquisitions will be accretive to our annual results and will be meaningful contributors to our future success,” he said.

Holly Energy Partners

Holly Energy Partners LP, based in Dallas but with operations in Utah, reported net income of \$86.1 million, or 96 cents per unit, for the fourth quarter ended Dec. 31. That compares with \$41.4 million, or 40 cents per unit, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$129.2 million, up from \$112.5 million in the year-earlier quarter.

For the full year 2017, the company reported net income of \$195 million, or \$2.28 per unit, which compares with \$158.2 million, or \$1.69 per unit, in 2016.

Revenues in 2017 totaled \$454.4 million, up from \$402 million in 2016.

Holly Energy Partners provides petroleum product and crude oil transportation, terminalling, storage and throughput services to the petroleum industry, including HollyFrontier Corp. subsidiaries. The partnership, through its subsidiaries and joint ventures, owns and/or operates petroleum product and crude pipelines, tankage and terminals in Utah and nine other states, plus refinery processing units in Utah and Kansas.

HEP acquired the remaining interests in the SLC and Frontier pipelines in the fourth quarter, and the fourth quarter results reflect a gain of \$36.3 million related to the re-measurement to acquisition date fair value of HEP’s preexisting equity interests in those companies. Excluding that gain, net income attributable to Holly Energy Partners for the quarter was \$49.8 million, or 56 cents per share, an increase of \$8.5 million

compared to the same period of 2016. This increase in earnings is primarily due to higher pipeline throughputs and revenues as well as increased earnings related to the acquisition of the remaining interests in the SLC and Frontier pipelines.

The company said the revenue increase from 2016 to 2017 was primarily attributable to \$43.5 million higher revenues from the Woods Cross refinery processing units acquired in the fourth quarter of 2016 as well as revenues from the acquisition of the remaining interests in the SLC and Frontier pipelines in the fourth quarter of 2017.

“We are pleased with our solid financial performance in the fourth quarter, which allowed us to maintain our record of continuous quarterly distribution increases,” George Damiris, chief executive officer, said in announcing the results.

“The fourth quarter was eventful as we completed the acquisition of the remaining interests in the SLC and Frontier pipelines and eliminated the general partner’s incentive distribution rights and the economic general partner interest. Volumes on the SLC and Frontier pipelines have been strong, and we plan to expand these lines later this year.”

CALENDAR*from previous page*

davischamberofcommerce.com.

April 4, 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.

April 5, 8 a.m.-noon

“**Introduction to Human Resource Management Program,**” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

April 5, 6-7:30 p.m.

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

CLASSIFIED**CAREERS****International Relief Teams Seeks Skilled Construction Volunteers**

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

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

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

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

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

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

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

EVENTS**FREE****F2F B2B Event****March 2, 10am-4pm****RioTinto Stadium, Sandy****MAPR’s 7th Meet the Generals Event****#MeetGCsEvent • www.MeetTheGCs.com****April 6, 7:30-8:30 a.m.**

Eggs & Issues, a Murray Area Chamber of Commerce event. Murray City Fire Department Chief Gil Rodriguez will provide a tour of Emergency Operations Center. Location is Murray Fire Department, Station 84, 160 E. 5900 S. Murray. Free, and open to the public. Details are at murraychamber.org.

April 6, 8-10 a.m.

First Friday Face-to-Face, a West Jordan Chamber of Commerce business-to-business networking event. Location is the Megaplex Theatres at The District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at westjordanchamber.com.

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