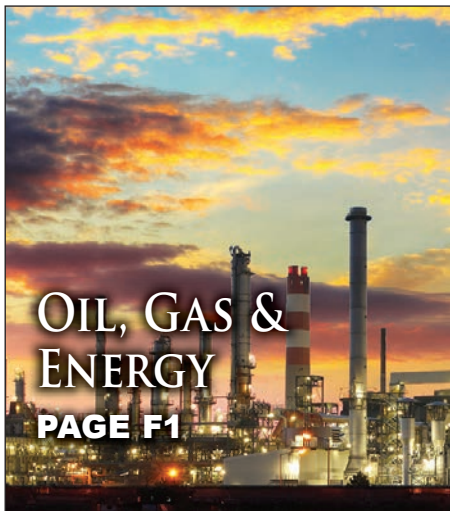
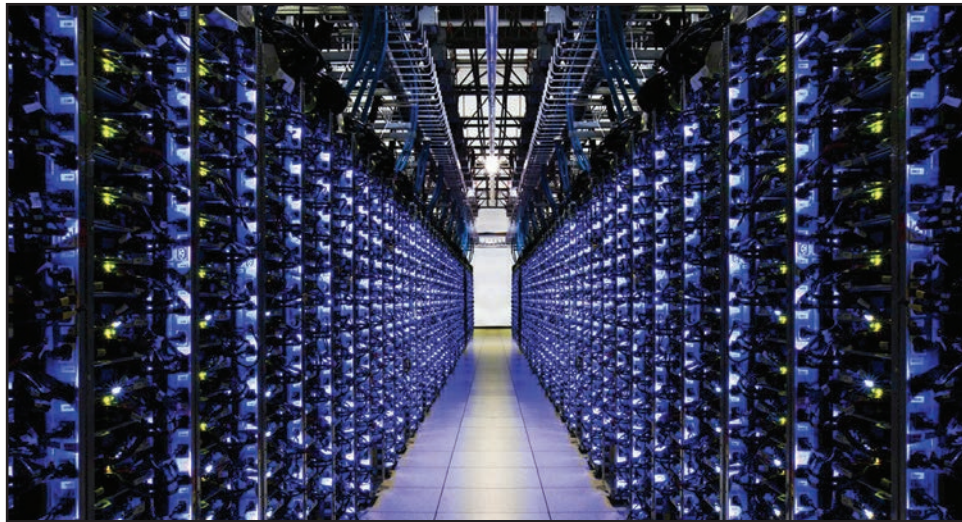


Focus



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All the LEDs are glowing blue, meaning everything is working normally at the Facebook data center in Forest City, North Carolina. Officials announced last week that the giant online company will build a similar million-square-foot facility in Eagle Mountain at a cost of \$750 million.

Facebook gives Utah a big

After months of speculation, Eagle Mountain calls a press conference to announce that Facebook was the 'giant tech company' that will be building a massive data center in its city

Brice Wallace
The Enterprise

The second time proved to be the charm for Utah in recruiting a Facebook data center.

Squabbles about the pros and cons of having a data center in West Jordan prompted the company in 2016 to put the 510,000-square-foot facility instead in Los Lunas, New Mexico. Last week, however,

Facebook and various government officials announced that Eagle Mountain will be the home of a 970,000-square-foot data center that is expected to be operational in 2020.

The \$750 million project will be on 490 acres at the Sweetwater Industrial Park. The company also will spend \$100 million on infrastructure to serve the data center, including building a 1,000-megawatt electri-

see FACEBOOK page 4

UofU has cash for those with ideas to help boost state's middle class

The University of Utah is looking for policy and technology innovation ideas to boost Utah's middle class.

Developers of the 10 best ideas will receive up to \$10,000 and be eligible to compete nationally for \$1 million in funding.

The statewide "American Dream Ideas Challenge" was launched by the university's president, Ruth V. Watkins, and Lt. Gov. Spencer J. Cox. They co-chair the challenge, designed to foster access to and support for a thriving middle class in Utah.

The challenge aims to find, fund and

develop ideas capable of sustainably increasing net income by 10 percent for 10,000 of the state's middle-class families by 2020. Idea submissions will be accepted through noon on Aug. 30 at american-dream.utah.edu.

"We are seeking innovative ideas that will help families and communities not only survive, but thrive," said Courtney McBeth, project director.

see CHALLENGE page 15

Is rosy outlook over? CAI drops to two-year low

Utahns' worries about the future of the state economy has prompted a consumer-attitude gauge to drop to its lowest level in nearly two years.

The Zions Bank Utah Consumer Attitude Index (CAI) slipped 3.4 point to 110.7 in May, the lowest CAI since July 2016. The index is down 1.1 points from a year earlier. Meanwhile, the national Consumer Confidence Index rose 2.4 points to 128.0 in May and is 10.1 points higher than it was at the same time last year.

The Utah Future Expectations index, a measurement of confidence about the future of the Utah economy, fell 4.6 points from April to May. It is down 2.9 points from the year-earlier level. Compared to three months ago, fewer Utahns feel that the job market and household incomes will continue to grow over the next six to 12 months.

While Utahns' are feeling less confidence about the future economy, most feel that current conditions remain highly positive and that jobs in the state continue to be plentiful. The positive sentiment is consistent with Utah's unemployment rate of 3.1, which is at a 10-year low and is at or below what economists believe is typical "full employment" level.

Two factors impacting Utahns' perception of the future are increasing prices of gasoline and rising home prices. Even after record increases in the price of gasoline, 69 percent of Utahns still believe gas prices will increase in the next 12 months. Similarly, 80 percent of Utahns believe the prices of homes will increase in the next 12 months. That is the highest percentage of Utahns expecting an increase in the price of homes since Zions Bank and Cicero Group began tracking consumer attitudes in Utah in 2011.

"As Utah continues to foster a robust job market that both keeps people here and attracts others to Utah, consumers will continue to see strong wage and housing price growth," said Scott Anderson, Zions Bank's president and CEO. "Job availability and

see CAI page 15



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State incentives bringing production of feature film and two television shows to state

National Lampoon's 'Shriver' and second seasons of 'Andi Mack' and 'Snatchers' schedule shooting for Beehive State

A National Lampoon movie and the third seasons of two TV shows will shoot in Utah after being approved for state incentives.

The Governor's Office of Economic Development (GOED) board approved the incentives during its May meeting.

The TV show "Andi Mack" will again shoot in Utah, this time for a third season. The show, airing on the Disney Channel, is a comedy following teenager Andi Mack and her best friends. Horizon Productions Inc. was approved for a tax credit of up to \$4.8 million spread out over two fiscal years. The company is expected to spend nearly \$19.4 million in Utah. Principal photography takes place June 12-Dec. 22.

The production will employ 19 cast and 196 crew. Directors

include Paul Hoen. Producers are Greg Hampson and Jeff Miller.

Stanley Productions LLC was approved for a cash rebate of up to \$450,000 for the third season of "Snatchers," a science fiction series whose second season was shot in New Mexico. Available on Verizon media brand go90, "Snatchers" tells the story of a high school student who wakes up pregnant with an alien baby.

The production is expected to employ 17 cast, 50 crew and 200 extras and spend about \$1.8 million in Utah. Principal photography is set through June 9. The director is Michael Litwak. Producers are Scott Hinckley and Eric Fisher.

National Lampoon was approved for a cash rebate of up to

\$598,877 for the production of "Shriver," a feature comedy expected to spend about \$2.4 million in Utah.

AceShowBiz says the movie will focus on a depressed loner mistaken for a renowned but

reclusive author with whom he shares a name. The character is lauded at a writers conference and strikes up a romance with an English professor who runs the conference, until the real Shriver appears.

The production is expected to employ 22 cast, 68 crew and 850 extras. Principal photography is set for Sept. 17-Oct. 26. The director is Michael Maren. Producers are Raj Singh and Josh Kesselman.

Kailo Energy promotes Shepherd to CEO

Kailo Energy of Lindon, a subsidiary of Global Unicorn Holdings, has promoted its president to CEO. Ryan D. Shepherd will replace Vaughn R. Cook and will immediately assume the day-to-day operations and executive duties. Cook will retain his role as chairman of the board for Kailo Energy and will refocus his efforts as CEO and chairman of Global Unicorn, the company said in a press statement last week.

"Ryan is incredibly competent and has been the driving force in developing Kailo clean energy products," said Cook. "He has proven his leadership ability and I am confident that Kailo will experience amazing growth in sales, while continuing to develop new and exciting opportunities in the clean energy space."

Kailo Energy is still in its startup stage and is preparing to ship its first product, the PowerBox portable home battery backup system.

"Fulfilling the first orders for the new PowerBox is a significant milestone that represents many months of product development, supply channel development

and manufacturing preparation to make sure that the product meets Kailo's high standard of quality," the company's release said.

"Dr. Cook's leadership has propelled Kailo through the devel-

opment process and we will continue to build on the foundation he has established," said Shepherd. "We have a great product that I believe will significantly improve the lives of our customers."

Tokyo firm buys Greina Tech

Greina Technologies Inc., which does business in Salt Lake City as RF Ranging Inc., has been acquired by Alps Electric Co. Ltd. of Tokyo. Greina will become a wholly owned subsidiary of Alps Electric, according to terms of the deal signed in May.

Financial details of the acquisition were not disclosed.

Founded in 2012, Greina Technologies is an engineering firm specializing in positioning systems. Engaging in such activities as design and development of wireless electronic systems and provision of consulting services, the company has grown rapidly on the back of its technological development, including in the area of high-accuracy positioning based on original algorithms. The company employs 125 in its Salt

Lake City operations.

Through the agreement, Alps Electric aims to add greater value to its sensing solutions for the automotive market, as well as the consumer electronics and mobile market, by combining high-accuracy positioning technology based on original algorithms developed by Greina Technologies with Alps Electric's compact, high-performance wireless communication module technology, the company said.

Founded in 1948, the Alps Electric Group has research and development, production and sales locations in Japan and around the world, including in the Americas, Europe, Southeast Asia, Korea and China. The company has over 36,000 employees in its parent company and 84 subsidiaries.



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Foundation report finds Utah Medicaid costs among nation's lowest

But Medicaid costs projected to grow faster than private insurance or inflation

A new report from Utah Foundation sheds light on the cost of Medicaid in the state. And the light is very favorable.

According to "Coverage and Costs: What's Driving Medicaid Spending in Utah," in 2016, Medicaid spending in Utah averaged \$703 per capita — less than any other state. Utah's average cost per Medicaid enrollee is also among the lowest in the nation at \$5,326. Medicaid accounted for

18.7 percent of Utah's overall state budget, the eighth-lowest in the nation. Utah also has a favorable match rate for federal funds in the Medicaid program, at 70 percent of the cost. That's higher than most states.

However, the report also discusses how changes in the population could drive up Medicaid costs. For instance, the average enrollment of older Utahns and individuals with disabilities has risen

in recent years. Those groups are the most expensive.

Findings of the report include:

- In 2016, per capita Medicaid spending in Utah was the lowest in the nation at \$703. At the other end of the spectrum, Medicaid spending in New York was \$3,169 per capita.

- In 2014, Utah spent \$5,326 per enrollee (in combined state and federal funds), one of the lowest expenditure levels in the nation. North Dakota spent \$10,721, the highest in the nation.

- National Medicaid spend-

ing is expected to grow at an average annual rate of 5.8 percent through 2026 — slower than Medicare, but faster than private insurance and far faster than the rate of inflation.

- The federal government pays for 70 percent of qualifying Medicaid programs in Utah, the ninth-highest reimbursement rate in the nation. Reimbursement levels are determined in large part by each state's per capita income and Utah's is among the lowest in the nation because of the state's high proportion of children.

- While Utah's Medicaid spending increased in 2017, there was a slight decrease in enrollment, due in part to an increase in the average enrollment of older Utahns and individuals with disabilities, who are more expensive to care for.

- Although children make up 63 percent of Utah's Medicaid enrollment, they account for less than one-third of total spending.

- In Utah, individuals with disabilities make up less than 15 percent of enrollment, but account for nearly half of all spending.

- In 2016, Medicaid accounted for 18.7 percent of Utah's overall state budget, the eighth-lowest in the nation.

- The primary factors driving Medicaid spending growth include increases in healthcare and prescription drug costs, increases in overall enrollment, increases in enrollees who are older or have disabilities, and downturns in the economy.

Utah voters will face an initiative on the general election ballot this fall that would authorize a full expansion of Medicaid under the Affordable Care Act. The re-

port discusses this and other proposals. Utah Foundation said it has not taken a position on the initiative.

"There is an ongoing tension between concerns about the growing cost of Medicaid and a desire to expand coverage to a broader population in Utah," said Utah Foundation President Peter Reichard. "As current and future Medicaid proposals unfold, coverage and its costs will demand close attention from the public and policymakers."

Utah Foundation is a non-partisan public policy research group. Founded in 1945, its stated mission is to promote a thriving economy, a well-prepared workforce and a high quality of life for Utahns by performing thorough, well-supported research that helps policymakers, business and community leaders and citizens better understand complex issues and providing practical, well-reasoned recommendations for policy change, according to the organization's website.

The complete Medicaid report is available at the Utah Foundation website.

Pat Nola to head Sorenson Media as CEO

Salt Lake City's Sorenson Media has named its former chief operations officer as CEO. Pat Nola, former president and CEO of spinoff Sorenson Communications, will assume leadership at the company that provides technology for broadcasters, advertisers and television manufacturers.



Pat Nola

Nola originally joined Sorenson Media in 2000, eventually becoming president and CEO of the subsidiary that develops communications for the deaf. While at Sorenson Communications, Nola founded CaptionCall, a phone captioning system, also serving as president and CEO. He returned to Sorenson Media as COO in April 2016.

As CEO, Nola will oversee all aspects of company growth and

strategy, the company said in a release. His priorities will include ensuring proper execution of the company's vision for addressable linear advertising; directing new product releases; and establishing partnerships with networks, broadcasters and advertisers.

"Sorenson Media has delivered game-changing advertising technology to network television, thanks to its innovative team, and I look forward to continuing working with them in my new capacity," said Nola. "Our addressable solutions, technology and potential are second to none and I am thrilled for this opportunity to oversee the next growth stage of this amazing company."

Sorenson said that Nola's new role comes as a result of the company's renewed focus on addressable advertising platforms. Moving forward, Sorenson Media will be singularly focused on

addressable advertising and Nola will ensure the company is fully capitalizing on the opportunity to deliver unique technology offerings to drive the future of television advertising.

"I have worked closely with Pat for many years and his extraordinary talents are just what we need to take us through this next phase of Sorenson Media's evolution," said Jim Sorenson, founder and chairman of the board. "The company's success in changing the industry is directly attributable to the hard work and tireless effort of the entire team, and I have every confidence in Pat to direct the company's focus on Sorenson Media's addressable advertising solutions."

Sorenson Media was founded in 1995 and currently has offices in Utah, Colorado, New York, Wales and Korea. The company has about 150 employees.

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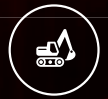
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PUBLISHER & EDITOR
R. George Gregersen

PRESIDENT
David G. Gregersen
david@senterprise.com

VP/GENERAL SALES MANAGER
Dale Dimond
dale@senterprise.com

MANAGING EDITOR
John M. Rogers
john@senterprise.com

CONTROLLER
Richard Taylor
richard@senterprise.com

OFFICE MANAGER
Dionne Halverson
dionne@senterprise.com

CLASSIFIED AND REAL ESTATE
david@senterprise.com

CIRCULATION
Dionne Halverson
dionne@senterprise.com

LIST DEVELOPMENT
Lanece Gregersen
lists@senterprise.com

ADVERTISING INQUIRIES
david@senterprise.com

TO CONTACT NEWSROOM
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FACEBOOK

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cal substation. The data center is expected to have 30-50 employees, with the potential for more contract workers.

Founded in 2004 and based in Menlo Park, California, Facebook has more than 25,000 employees and more than 2.2 billion monthly active users.

"We selected this location for a number of reasons: by having good access to renewable energy; a strong talent pool; and, very importantly, a great set of community partners," Rachel Peterson, Facebook's vice president of data center strategy, said at a news conference announcing the project.

"This is going to make a very big, positive impact on our community. This will be a great, great addition," said Eagle Mountain Mayor Tom Westmoreland. "We have a rare opportunity here to plan a city of the future nearly from the ground up, so we're very particular about those whom we partner with, that they fit our long-range plan, that they believe in our vision, and I strongly believe that we have found the right partner to help fulfill that vision."

Westmoreland said the employee count at the data center will be a good fit for Eagle Mountain, which has seen its population grow from 250 at its incorporation in 1996 to over 32,000 in 2017.

Gov. Gary Herbert said the

project will boost Utah's economy, provide employment opportunities for its "rising generation," and boost the Silicon Slopes brand.

"I think not only is it going to have some immediate impact with jobs immediately being created in construction and also those who will work for Facebook, but this can also bring other opportunities here to Eagle Mountain, to this area," he said. "And speaking as the governor of the state of Utah, it's good to see some things happening that are not just on the I-15 corridor."

Peterson said a recent study indicated that for every \$1 million in operating expenses at a Facebook data center, 13 jobs are supported across the local economy. For every \$1 million in capital spending, 14 jobs are supported. She predicted the project will feature hundreds of construction jobs.

"The scope of this project is certain to gain the attention of other companies looking for a future here in the state of Utah," said U.S. Rep Mia Love, R-Utah.

Utah Attorney General Sean Reyes congratulated several people and urged Facebook officials at the news conference to relay a message to company CEO Mark Zuckerberg. "Take back to Mark congratulations to Facebook because you made the right decision this time," Reyes said.

Economic development officials had been using the codename Project Steeplechase to describe the Facebook project. Two years ago, the failed West Jordan pro-

posal was codenamed Project Dis-

count. Facebook will receive no incentives through the Governor's Office of Economic Development (GOED). However, the Governor's Office of Energy Development said it will provide a High Cost Infrastructure Tax Credit (HCITC). Such tax credits are designed to support investments in qualifying cost-intensive infrastructure projects. According to the office's website, the tax credits can be used to expand or create new industrial, mining, manufacturing or agricultural activity; are composed of at least 10 percent (or \$10 million) of infrastructure costs; and generate new state revenues that are directly attributable to new infrastructure investment.

Facebook has said the new data center will use 100 percent renewable energy through use of Rocky Mountain Power's available renewable energy tariffs. Facebook will purchase its own water rights and construct the required water infrastructure. The company said the facility will be "incredibly water-efficient and will reuse water multiple times."

"This project will contribute in meaningful ways in elevating Utah's economy while helping Utah's air quality," Love said.

The project is expected to provide a huge boost to the area through property tax revenues. The site currently produces \$50 a year for the Alpine School District — an amount expected to jump to \$500,000, according to Herbert. Property tax revenues for all taxing

entities — the city, Utah County, Alpine School District, Central Utah Water Conservancy District and Unified Fire Service Area — is expected to reach \$850,000, up from the current \$66.

"A deal like bringing in Facebook requires dozens of entities and thousands of hours of work, much of which was undertaken by

Eagle Mountain, Utah County and state officials," Theresa Foxley, president and CEO of the Economic Development Corporation of Utah, said in a prepared statement. "The potential for financial return and infrastructure development is self-evident for this project, and really sets the city, county and state up for future success."

RMP seeks proposals for generating renewable energy

In response to what the company calls a "broad demand from communities and businesses for electric power from renewable energy sources," Rocky Mountain Power (RMP) is seeking cost-competitive bids for solar, wind and geothermal energy projects in Utah to interconnect to the PacifiCorp power system. PacifiCorp is the parent company of RMP.

RMP customers sponsoring the request for proposals include Park City, Salt Lake City, Summit County, Park City Mountain Resort, Deer Valley Resort and Utah Valley University, which are all working with Rocky Mountain Power to meet their clean air and sustainability goals through renewable energy.

"Rocky Mountain Power has a successful history of partnering with our customers and communities," said Cindy Crane, CEO of Rocky Mountain Power. "We are continuing that tradition by bringing new renewable energy to our customers that have aggressive renewable and sustainability goals, while still providing affordable, reliable electricity to all of our customers."

The company is seeking proposals for 308,000 megawatt hours of power generation, which equates to approximately 40 megawatts of geothermal capacity or approximately 100 to 126 megawatts of wind or solar capacity. This is enough electricity to power about 34,000 typical homes in Utah, the company said.

This RFP also seeks renewable projects to meet the demand of RMP's next offering of subscriber renewables, building off of the success of the initial Subscriber Solar program, which has been fully subscribed and has a long waiting list of customers ready for more power to be available. Subscriber renewables will allow enrolling Rocky Mountain Power customers to get some or all of their energy from renewable sources.

RMP provides electrical service to more than a million customers in Utah, Wyoming and Idaho.

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The questions every prospective entrepreneur should ask/answer

2018 is sizing up as a banner year for entrepreneurs. As reported by David Pridham of Forbes.com, “venture capital investment in startups has surged to its highest level ever — \$148 billion last year alone.” He goes on to note that “with solid expansion of the economy, steady job growth, adjustment of the business tax code and a booming stock market ... you’ve got the most fertile soil for entrepreneurial companies ... that we’ve seen in years.”



RICH TYSON

Despite an unprecedented number of new ventures emerging this year, a sobering statistic hangs as a backdrop for budding entrepreneurs: Nearly 90 percent of startups fail. While there are no guarantees that will ensure that a new venture will be successful, author Warren Berger in his book *A More Beautiful Question* suggests that there are questions that, if answered, can improve the odds.

1. Why are you considering this startup?

This is the first and most fundamental question. Do you have a compelling reason for launching this product or service? The answer you give should identify a significant group of potential buyers who are characterized by an ongoing problem or pain that your emerging business will solve.

By identifying the problem you will solve and why people will pay for that solution, you will begin to define the purpose for your venture. Often this emerges from other “why” questions such as: Why isn’t such-and-such being done? Or, why do things have to be this way?

When such fundamental questions are asked, they can lead to new breakthrough technologies. Consider San Francisco residents Joe Gebbia and Brian Chesky, who in 2007 asked, “Why can’t we find a place for people to crash for a night or two in times when hotel accommodations are virtually non-existent?” That question was the seed for the now-global Airbnb.

By asking why things have to be as they are, we identify the problems and pain points of prospective customers — and begin to form the purpose and vision for the venture.

2. What if we did such-and-such?

This question initiates the creative process. It challenges the prospective entrepreneur to come up with alternative ways to solve the problem or overcome the pain

identified in answer to the first question.

When this question is asked, it stimulates brainstorming — and is best done with a group of participants who are interested in solving the problem. This brainstorming should be of the “no-holds-barred” nature in order to generate out-of-the-box ideas. It will likely consider how people are dealing with the problem or pain now, often identifying work-arounds where the problem is not being solved but is being put up with. It may also involve competitor efforts that are expensive or fall short of the mark.

Gebbia and Chesky ultimately asked the question, “What if we rented out our place?” That led to, “What if we created a business that brokered the rental of private homes and apartments throughout the world?” These initially outrageous ideas became the unique business that is Airbnb today.

The goal with “what if” questions is to zero in on a unique, valuable solution that the marketplace will strongly desire and pay for: your value proposition.

3. How will we operationalize this value proposition?

This is the first stage of actually trying — or “trystorming” — your ideas. Trystorming is important for the budding entrepreneur because it is not a full-market launch. Instead, it is a combination of brainstorming and rapid prototyping to determine if an idea will work or not. The key is to prototype quickly and then to observe what happens in the laboratory of reality. Trystorming encourages you to err early and often so that you learn how to put your value proposition into action without the risk of a full launch.

Gebbia and Chesky did this by quickly acquiring three inflatable air mattresses, running a cheap classified ad and renting out their apartment along with the air mattresses for a modest fee during a San Francisco conference. They were able to observe and learn at minimal cost as they formed the basic operational plan for Airbnb.

Answering these three questions obviously does not constitute a full strategy or business plan. However, it does provide the foundation for the development of viable, fundable and ultimately successful startups.

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



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BANKING

• **Bank of Utah**, Ogden, has appointed **Carlos A. Lopez** as a mortgage consultant based in the bank's Orem branch. Lopez has worked as a mortgage consultant for 12 years in Arizona, Idaho and Utah. He holds a degree in international studies from Brigham Young University.



Carlos Lopez

DIRECT SALES

• **USANA**, Salt Lake City, has created a clinical sciences team that will be led by **Dr. Rolando Maddela** and **Jessie Johnson**. The team is charged with the design, and overall strategy of USANA clinical studies. **Mark Levy** will continue his role of working with the research and development department on clinical studies. **Lawry Han** is a new addition to the department and brings experience in designing and conducting human clinical studies.

DIVIDENDS

• The board of directors of **Extra Space Storage Inc.**, Salt Lake City, has declared a quarterly dividend of 86 cents per share on the company's

common stock for the second quarter. The dividend will be paid June 29 to stockholders of record June 15. It is a 10.3 percent increase over the previously quarterly dividend.

EDUCATION/TRAINING

• **Western Governors University**, Salt Lake City, has created **WGU Advancement**, a new nonprofit fund-raising organization focused on building financial support for initiatives that support the university's commitment to reinvigorating the promise of higher education for all. WGU Advancement will work with foundations, corporations, associations and individual donors to build a dedicated funding source for scholarships, new programs, new learning models and educational technologies that will expand access and improve student outcomes. Headquartered in Indiana, WGU Advancement will be led by **Allison Barber**, who has served as chancellor for WGU Indiana since its launch in 2010.

ENVIRONMENT

• **Utah Clean Energy**, **Rocky Mountain Power** and the **Utah Clean Air Partnership (UCAIR)** are offering the second year of the "Live Electric" EV discount program, which extends discounts on the three models of the 2018 Nissan Leaf to Rocky Mountain Power utility customers and state of Utah employees. The discount is available through June 30. The

program aims to improve air quality and community health both today and for future generations. **Rocky Mountain Power** partnered with **Utah Clean Energy**, a nonprofit, public interest organization that works to drive the transition to a clean energy future. UCAIR provided additional support to expand this program to state of Utah employees who are not served by Rocky Mountain Power.



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EXPANSIONS

• **GearLaunch**, an e-commerce platform, has announced it is expanding beyond San Francisco with the opening of a sales and development center in the Clift Building Salt Lake City. The center will include sales, marketing and software design staff. **Cory Rich** is the new office's head of sales.

• **InMoment**, a Sandy-based customer experience intelligence platform company, has announced an expansion into Australia and New Zealand with the acquisition of boutique customer experience agency **brandXP**. Melbourne will be the company's fifth international base, with a New Zealand office part of the expansion. The Asia Pacific efforts will be led by **Claire Fastier**. She previously held global senior executive roles at Hewlett-Packard.

GOVERNMENT

• **Utah** will receive \$804,018 in historic preservation grant funds, the **U.S. Department of the Interior** and the **National Park Service** announced. It is part of \$48.9 million awarded to states, territories and partnering nations. The agencies also announced

\$11.4 million for historic preservation grants were awarded to 175 tribal historic preservation offices. Administered by the National Park Service, the funds are appropriated annually by Congress from the Historic Preservation Fund (HPF). Since its inception in 1977, the HPF has provided more than \$1.8 billion in grants to states, tribes, local governments and nonprofit organizations. Funding is supported by Outer Continental Shelf oil lease revenues — not tax dollars — with the intent to mitigate the loss of a non-renewable resource to benefit the preservation of other irreplaceable resources.

MANUFACTURING

• **Swire Coca-Cola USA**, Draper, has announced changes to its executive leadership team. **Paul Lukanowski** will



Paul Lukanowski



Rob Gehring

move from his current position as senior vice president and general manager to become Swire's first chief operating officer. Effective July 1, **Rob Gehring** will assume Lukanowski's previous role as senior vice president and general manager. Lukanowski has been with the company for 22 years. In his new role, he will lead current business priorities while exploring new opportunities for development and investment. He will also assess and build upon the company's capabilities. Gehring will be responsible for all aspects of the company's sales operations and capabilities, food service on-premise, customer relationships, revenue growth management and marketing. He more than more than 25 years of experience in consumer product goods and joins Swire Coca-Cola after serving as global chief sales officer for The Hershey Co. He also previously served as president of the Walmart Global Team, leading the global customer team managing the relationship with Walmart and Sam's Club and

the respective Coca-Cola franchise bottlers in 28 countries. Gehring had held several other roles within the Coca-Cola system, including vice president of sales in the Canadian and western U.S. business units.

RECOGNITIONS

• **CoreBrace LLC**, West Jordan, recently received the **President's "E" Award**, the highest recognition any U.S. entity can receive for making a significant contribution to the expansion of U.S. exports. The company received the award from U.S. Secretary of Commerce Wilbur Ross at a ceremony in Washington, D.C., in which 43 companies and organizations were honored. Ross said the awards committee was impressed with CoreBrace's more than 300 percent increase in employment supported by exports. The company produces Buckling Restraining Braces, a seismic performance system and lateral bracing system for new construction and seismic retrofit projects. CoreBrace is the first Utah company to receive the award. U.S. companies are nominated through the Department of Commerce's U.S. Commercial Service, located within the department's International Trade Administration. Criteria is based on four years of successive export growth and case studies that demonstrate valuable support to exporters resulting in increased exports for the companies' clients.

• The **Downtown Alliance** has announced that four **Downtown Achievement Awards** for 2018 will be presented as part of the annual State of Downtown, set for

see BRIEFS next page



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Industry Briefs

from previous page

June 27 at the Rose Wagner Performing Arts Center. Recipients are the **Vestar Corp., Cultural Core: Salt Lake City and County Partnership, The Salt Lake Tribune** and **Vasilios Priskos**. The event also will feature the release of the annual Economic Benchmark Report. Compiled in partnership with CBRE, the report evaluates the state of downtown's economy by examining the devel-

opment, employment, office leases, residential, hospitality, retail, culture, transportation and quality of life.

• Seven Utah companies are among the "Best Workplaces for 2018," a list compiled by **Inc. Magazine**. The rankings feature U.S. companies that have created exceptional workplaces through vibrant cultures, deep employee engagement and stellar benefits. The Utah companies are **Health Catalyst**, in the Extra-Large Company cat-

egory (500 or more employees); **HireVue**, **Malouf** and **Podium**, all in the Large Company category (250-499 employees); and **Jane.com**, **Simplifile** and **Xyngular**, all in the Medium-Large Company category (100-249 employees). Three hundred companies are part of the list. All companies had to have a minimum of 10 employees and be U.S.-based, privately held and independent.

SCHOLARSHIPS

• The **Sandy Area Chamber of Commerce** recently awarded seven female high school seniors \$1,000 scholarships through the chamber's **Junior WIB Scholarship Program**. The seniors were selected for their outstanding achievements in education and the community, the chamber said. Scholarships winners are **Annie Banks**, Brighton High School; **Ashley Woodmansee**, CTEC; **Gillian Leonard**, Alta High School; **Josie Taylor**, Jordan High School; **Kaitlyn Curtis**,

Corner Canyon High School; **Katheryn Jacox**, Juan Diego High School; and **Lillian Willis**, Hillcrest High School. Requirements of the scholarship include attending monthly Sandy Area Chamber Women in Business luncheons, participating in the Canyon School District job shadow program, attending a portion of the legislative session, participating in a service project directed by the chamber, participating in the Canyon School District Women in Business Club, and actively engaging with their assigned Women in Business mentor.

SERVICES

• **Foresight Wealth Management**, a Draper-based wealth management and financial services company, has hired **Chris Light** as a partner and wealth advisor. Light will focus on pro-

viding private wealth management services to individuals and businesses, as well as on building sophisticated retirement income plans. Prior to joining Foresight, Light served as senior vice president and wealth advisor for Lefavi Wealth Management for 13 years.

TECHNOLOGY/LIFE SCIENCES

• **JJUMPP Software**, Lehi, has hired **Dave Bascom** as head of marketing. Bascom has two decades of business experience at startup companies and marketing agencies, most recently serving two years as vice president of marketing at real estate tech startup Homie. His experience includes leadership roles at Fit Marketing, Utah.com and SEO.com, a digital marketing company he founded.



Dave Bascom



Chris Light

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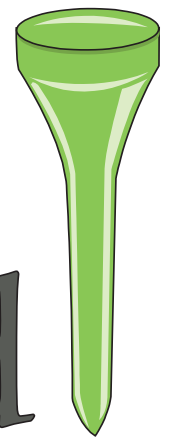
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Calendar

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

June 4, 7 a.m.-2 p.m.

Chamber Champions Golf 2018, a Utah Valley Chamber event. Shotgun start is at 8 a.m. Lunch is at 12:30 p.m. Location is Riverside Country Club, 2701 N. University Ave., Provo. Cost is \$1,500 for a foursome, \$450 for single members, \$600 for single nonmembers. Sponsorships are available. Details are at thechamber.org.

June 5, 11 a.m.-1 p.m.

CEO Forum, a Utah Technology Council event for UTC-member chief executive officers only. Speakers Nick Efststrats from Epic Venture Capital and Matt Marsh from Sorenson Capital will discuss "Raising Capital from Seed to Growth." Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free. Details are at utahtech.org.

June 5, 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.

June 6, 7:30-9 a.m.

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

June 6, 8 a.m.-2 p.m.

Utah Technology Innovation Summit, hosted by the Utah Science and Technology Research (USTAR) Initiative. Event features plenary sessions; breakout sessions on "The Future of Autonomous Systems," "Securing Funding and Strategic Partnerships," "Best Practices for Effective Governance" and "The Role of Government in Innovation"; and the 2018 Governor's Medal for Science and Technology awards ceremony. Keynote speaker is Mitt Romney, former Massachusetts governor and Utah senatorial candidate. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$79. Details are at utahinnovationsummit.org.

June 6, 8:30-10 a.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.

June 6, noon-2 p.m.

Central Utah International Business Forum, presented by World Trade Center Utah, Juab County and a six-county association of governments. Keynote presentation is by Laura Nelson, executive director of the Governor's Office of Energy Development. Event will feature an international business panel of local experts. Location is National Vinyl Products, 1277 N. 299 W., Nephi. Free. Registration can be completed at Eventbrite.com.

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

29th Annual Employment Law Update Conference, an Employers Council event. Seminar topics will include "Legal and Legislative Update: The Year in Review"; "The Smart Workplace and What It Means for You"; "Workplace Investigations"; "Cultivating Kindness"; "Building a Culture that Rejects Harassment" and "How to Become an Effective Workplace Negotiator." Location is Sheraton Hotel, 150 W. 500 S., Salt Lake City. Cost is \$185. Details are at employerscouncil.org or by calling (801) 364-8479.

June 7, 8 a.m.-noon

"Get Your Business Online," a Google program offered by the Women's Business Center. Presenter is Corissa Saint Laurent. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

June 7, 11 a.m.-1 p.m.

RevRoad University June edition, an interactive workshop. Attendees will be able to listen in on a RevRoad Builder Series interview during which entrepreneur Bret Grow will speak about how he and his partners built LinkTrust Technologies. The workshop, at 11 a.m. and preceding the interview, will focus on finding great employees and learning what can happen if companies do not, will provide tips on writing job descriptions, teach how to set up paperwork for new employees and provide team-building inspiration. Location is RevRoad headquarters, 1555 N.

Freedom Blvd., Provo. Free, with lunch served at noon. RSVPs and more information are at info@revroad.com.

June 7, 11:30 a.m.-1 p.m.

Monthly Luncheon, a Murray Area Chamber of Commerce event. Speaker Russell Burnett, CEO of Online Image, will discuss "Transparency of Social Media." Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$20, \$30 after June 5. Details are at murraychamber.org.

June 7, 4-6 p.m.

CFO Forum, a Utah Technology Council event featuring golf and networking for UTC-member financial executives only. Location is TopGolf, 920 Jordan River Blvd., Midvale. Free. Details are at utahtech.org.

June 7, 6-7:30 p.m.

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

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

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

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

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

June 8, 8:30-11:30 a.m.

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

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

"Salt Lake County Metro Solutions: Small Business Forum," presented by Salt Lake County Economic Development, which will announce the results of surveys of small-to-medium-sized businesses throughout the valley undertaken during the past eight months. Event also includes a keynote presentation and workshops to address the concerns voiced by the business community. Location is The Lodge at Snowbird, 9260 E. Lodge Road, Snowbird.

Registration can be completed at Eventbrite.com.

June 8, noon-1 p.m.

Silicon Slopes Town Hall featuring *Salt Lake Tribune* Editor Jennifer Napier-Pearce, KUER 90.1 Managing Editor Julia Ritchey, and *Deseret News* Editor Doug Wilks. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Details are at <https://www.meetup.com/meetup-group-sihsrwGn/events/250998635/>.

June 9, 6-9 p.m.

"Giant in Our City 2018," a Salt Lake Chamber black-tie, invited event honoring U.S. Sen. Orrin Hatch, R-Utah. Keynote speaker is House Speaker Paul Ryan. Reception is at 6 p.m. Dinner and program begin at 7 p.m. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$250. Sponsorships are available. Details are at www.slchamber.com/giant.

June 12, 7:15-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah event. Speaker is Ryan Westwood, CEO of Simplus. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <https://www.acg.org/utah/events/june-12-breakfast-meeting-ryan-westwood>.

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

"Pay the IRS Less Without Going to Jail," 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. Cost is \$15. Details are at <https://utahsbdc.org/trainings>.

June 12, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a ChamberWest event. Speaker Kristie S. Overson, Taylorsville mayor, will discuss "Get Past the Intimidation: Grab Opportunities." Location is Arbor Manor Reception Center, 2888 W. 4700 S., Taylorsville. Cost is \$20 for ChamberWest members before June 8, \$30 for nonmembers or at the door. Details are available at (801) 977-8755 or chamber@chamberwest.com.

June 12, 5:30-7:30 p.m.

Chamber After-Hours Social, a Holladay Chamber of Commerce event. Location is Fav Bistro & Bakery, 1984 E. Murray Holladay Road, Holladay. Free for chamber members, \$10 for nonmembers. Details are at holladaychamberofcommerce.org.

holladaychamberofcommerce.org.

June 13

Business Summit and Expo 2018, a St. George Area Chamber of Commerce event. Location is Dixie Convention Center, 1835 S. Convention Center Drive, St. George. Details are at stgchamber-businesssummit.com.

June 13, 11 a.m.-12:30 p.m.

"What's Next? Utilizing Education Funding to Improve Outcomes," a Salt Lake Chamber Prosperity 2020 event. Panelists include moderator Keith Buswell, co-chair of Prosperity 2020 and vice president of corporate relations for Wadman Corp.; Martin Bates, Granite School District superintendent; Robert Marquardt, chairman of Education First and member of State Board of Regents; and a teacher/administrator to be announced. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$20. Details are at slchamber.com.

June 13, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a Sandy Area Chamber of Commerce event. Location is All Star Bowling & Entertainment, 12101 S. State St., Draper. Registration can be completed at Eventbrite.com. Details are at sandychamber.com.

June 13, 11:30 a.m.-1 p.m.

LinkedIn Luncheon, a Utah Valley Chamber event. Speaker is A.J. Wilcox. Location to be announced. Details are at thechamber.org.

June 13, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Huntsville Square, 7355 E. 200 S., Huntsville. Free for chamber members and first-time guests, \$10 for nonmember guests. Registration can be completed at bit.ly/junebah.

June 14, 8 a.m.-4 p.m.

"Supervision: Your First Days: How to Survive," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$205. Details are at employerscouncil.org.

June 14, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Location is Prohibition, 151 E. 6100 S., Murray. Cost is \$15 for

CALENDAR

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members, \$20 for guests. First-time visitors must call the chamber to pre-register for discount ticket. Details are at murraychamber.org.

June 14, 3-5 p.m.

Utah Deal Forum, a VentureCapital.org event featuring live-pitch events and entrepreneurs who are seeking capital for their ventures. Location is Zions Bank, 180 N. University Ave., Suite 400, Provo. Registration can be completed at Eventbrite.com.

June 14, 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>.

June 14, 6-8 p.m.

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

June 14, 6:30-8 p.m.

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

June 15, 7:30-8:30 a.m.

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

June 15, noon-1 p.m.

Silicon Slopes Live, a lunch and live recording of a Silicon Slopes podcast featuring

Instructure CEO Josh Coates. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Details are at <https://www.meetup.com/meetup-group-sihsr-wGn/events/250784641/>.

June 18, 6:30 a.m.-2 p.m.

2018 Annual Golf Tournament, a Davis Chamber of Commerce event. Scramble format with a 7:30 a.m. shotgun start. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details are at davischamberofcommerce.com.

June 18, 8:30 a.m.-4 p.m.

The Security Symposium, presented by the Security Services Licensing Board and the Division of Occupational and Professional Licensing. The symposium is a continuing education event for security officers in Utah, featuring multiple speakers on various topics related to the security profession and security professionals. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$25. Registration can be completed at Eventbrite.com.

June 19, 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.

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

Lunch & Learn: "A Look Into Quality Standards," presented by the University of Utah's Manufacturing Extension Partnership Center, in partnership with Salt Lake Community College and the Sandy Area Chamber of Commerce. Event's focus will be on how implementing a low-cost, value-added quality system such as ISO9001:2015 or AS9100D can lead to profitable business growth and long-

term contracts. Location is Salt Lake Community College's Miller Campus, Corporate Partnership Building, Room 101, 9750 S. 300 W., Sandy. Cost is \$10. Details are at <https://mep.utah.edu/event/lunch-learn-a-look-into-quality-standards/>.

June 19, 4-6 p.m.

B4/5, a West Jordan Chamber of Commerce event. Location is Sysco Intermountain, 9494 Prosperity Road, West Jordan. Details are at westjordanchamber.com.

June 20

STEM Best Practices Conference, an opportunity to learn about STEM best practices from

Utah experts and leaders in the K-12 STEM community. Keynote speaker is Ainissa G. Ramirez, "science evangelist" and author. Registration is at 7 a.m. Breakfast and keynote speaker are at 8 a.m. Location is Davis Conference Center, 1651 N. 700 W., Layton. Free. Details are at <https://stem.utah.gov/bestpractices/>.

June 20, 6 a.m.-3 p.m.

Murray Youth Scholarship Golf Tournament, a Murray Area Chamber of Commerce event to benefit Murray Youth Chamber/Council. Shotgun start is at 8 a.m. Location is Murray Parkway Golf Course, 6345 Murray Parkway Ave., Murray. Details are at murraychamber.org.

June 20, 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.

June 20, 5:30-6:30 p.m.

QuickBooks Workshop, a Small Business Development

see **CALENDAR** page 14

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Opinion

Are officials killing the lesser of two evils for the benefit of the greater?

Tobacco kills 480,000 people a year in the United States. Yet, when an innovative alternative that delivers nicotine and eliminates 95 percent of the harm of smoking is available, the wary Food and Drug Administration fails to embrace this revolutionary

lifesaving technology — all in the name of the children, of course. Using e-cigarettes, known as vaping, has been around long enough for respected health authorities to conclude after many studies that it is eminently safer than smoking cigarettes. Britain's Royal College of Physicians called any attempts by public officials to discourage smokers from switching to vaping "unjust, irrational and immoral."

By contrast, in America, the sudden popularity of a new e-cigarette called Juul has people who think they have a right to dictate what we can and cannot do with our own bodies freaking out. They want to decide how much risk we can take with our own lives. Apparently, the promise of safer nicotine delivery to the 38 million cigarette users

in this country — that's after 2 million already quit, thanks to vaping — isn't enough.

In a ridiculous twist, as detailed in a recent *City Journal* article by John Tierney titled "The Corruption of Public Health," public health officials are mounting a disinformation campaign against vaping that threatens to obscure the tremendous health benefits of consuming nicotine without the hundreds of toxins and dozens of carcinogens in cigarettes. Sen. Chuck Schumer, D-New York, recently joined the fight and demanded that the FDA start regulating the industry now — rather than in 2022 as planned — to put a full stop to the "e-cig addiction among New York adolescents." Unfortunately, these demands have sprung the agency into action — "for the children."

As it turns out, reducing health risk isn't really the goal of these agencies. The true goal seems to be stopping nicotine consumption, period. This would be funny if it weren't so tragic. First let me state

the obvious: It's a preposterous notion that a government that can't efficiently deliver the mail or run trains on time — and is a direct cause of cancer drug shortages — can deliver a risk- and nicotine-free world.

Second, we have learned the hard way that no matter what the government does and no matter how much money it spends, people will still find ways to do and buy the things they want, even if it is detrimental to their health. The failures of the war on drugs and alcohol prohibition are prime examples. Moreover, this type of paternalistic mindset can have dramatic unintended consequences.

Third, Juul has already committed \$30 million to fight the underage consumption of its products, which indicates that it takes this issue seriously. Besides, the government has a lot of practice regulating alcohol and tobacco consumption for underage buyers. If it works well enough for those two types of products, why not e-cigarettes? What's so different? Why kill the product altogether as some are pressuring the FDA to do?

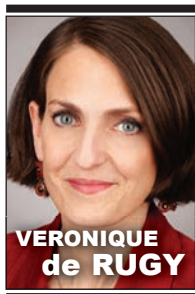
Fourth, no one wants teens to vape, but we certainly don't want them to smoke

cigarettes and die an agonizing death later in life. As a parent, I tell my children that they shouldn't do either. But the truth is that I know, as do they, that if they are going to do something as stupid as committing so much of their money to that sort of activity, vaping is the way to go.

The bottom line is that government alarmists should back off. The first step is for the FDA to stick to its plan to postpone regulation until 2022 and create a clear pathway for the permanent approval of these products. It would allow the vaping companies time to establish their products as a safer alternative to cigarettes. This kind of permissionless innovation approach gave us the Internet and many other lifesaving and growth-producing inventions. This time, it might very well deliver the biggest lifesaving opportunity we have had in some time, as long as the FDA doesn't get in the way.

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

Where are the deals? 500 days in and still no significant pacts by Trump

Donald Trump's recurring criticism of his predecessor is that he just didn't know how to make a deal. "Obama is not a natural deal maker," he tweeted in 2016, complaining that there was no accord on Syria. "Obama will attack Iran because of his inability to negotiate properly," he predicted incorrectly back in 2013. Trump was scathing about Pres. Obama's lack of legislative success, pronouncing him "unable to negotiate w/ Congress." "We need leaders who can negotiate great deals for Americans," Trump tweeted in 2015, and the implication was obvious — he was the ultimate deal-maker.

It is almost 500 days into the Trump administration. Where are the deals? Where is the renegotiated NAFTA, the bilateral trade agreements that were going to replace the Trans-Pacific Partnership, the new and improved Iran nuclear pact, the China trade deal? Trump's record in Congress is even less impressive. He has not been able to strike an accord with Democrats on anything, from immigration to infrastructure. The world is laughing at us, as he would say.

Well, what must the world be thinking now, as it watches the Trump administration careen wildly on everything from North Korea to China? What must it have thought as it watched the master negotiator in a televised session with congressional leaders on immigration, where he seemed to agree with the Democratic position, then agree with the (incompatible) Republican position, all the while asserting that they were going to make a deal? They didn't.

By now it is obvious that Trump is actually a bad negotiator, an impulsive, emotional man who ignores briefings, rarely knows details and shoots first and asks

questions later.

Consider how the administration has handled the North Korea summit. First, the meeting was announced with great fanfare, with Trump soon lavishing praise on Kim Jong Un. Agreeing to the meeting was an enormous symbolic concession to the North Koreans, while getting almost nothing in return. This was to be a head-of-state summit, though there was little preparation and no determination that the two sides were close enough to have a serious negotiation at that level. Trump got excited enough to start hyping the prospects for a breakthrough agreement despite little evidence of any movement in the North Korean position. Next, Trump's advisors embarked on a strange series of comments that seemed designed to threaten, scare and intimidate North Korea. Was this the plan? Did the administration regret its early overtures? Or was this all just incompetence? Is it any wonder that the whole thing has collapsed?

Trump has been even more ham-handed in his dealings with China. Just before entering the White House, he dangled the possibility of recognizing Taiwan. Beijing quickly shut down contact with the United States and, humiliatingly, Trump had to walk back his comments in a phone call with President Xi Jinping.

The current trade talks with China are a case study in bad negotiations. It's hard to know where to begin. The U.S. government does not seem to know what it wants. Some days it appears that Washington is fixated on the size of the trade deficit. Other days it focuses on technology transfer and the theft of intellectual property. The White House began its attacks by imposing tariffs on steel,

which mostly affected American allies, ensuring that it had no partners in its attempt to pressure the Chinese. After insisting that no countries would be exempted, the administration once again reversed course and doled out exemptions to the top five steel exporters to the U.S., though it threatens to reverse itself again.

American negotiators leak furiously to the press to undermine each other's positions and even squabbled among themselves in front of a Chinese delegation earlier this month. Trump himself seems to switch gears repeatedly. After his administration announced that it would punish ZTE, a huge Chinese tech company that committed serious trade violations, Trump suddenly changed his mind, citing concern for the impact on Chinese jobs. Imagine the outcry if Obama had backed away from pressure on the Chinese to help their economy!

On the legislative front, Trump chose to

begin his presidency with the divisive issue of healthcare rather than a unifying one like infrastructure — and failed to get ObamaCare repealed anyway. Oh, and don't forget, he and son-in-law Jared Kushner were going to broker the ultimate deal, peace between the Israelis and Palestinians. How's that going?

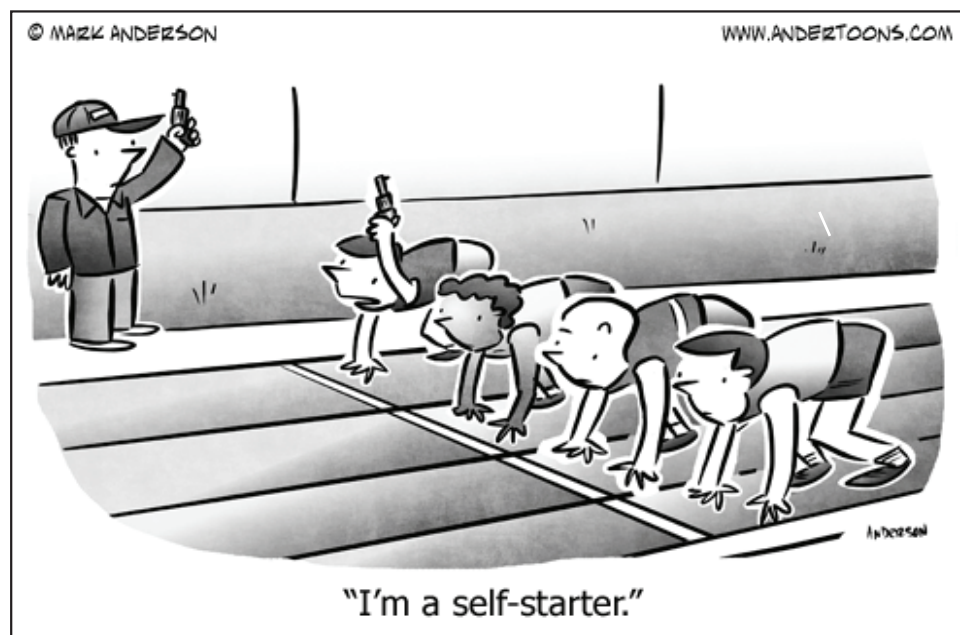
As talks fail, deals collapse and negotiations founder, Trump continues to tweet triumphantly about his great success. It makes one realize the president's true talent. He has the confidence, bravado and skill to market failure as success. He can take a mediocre building, slap some gold paint on it and then convince people it's a super-luxury condominium. Call it the Art of the Spin.

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

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FAREED ZAKARIA



Opinion

Hard as you try, you can't blame the healthcare death spiral on Trump

Almost every week, the progressives in our Saturday morning "breakfast club" want to chat about universal healthcare. As a former owner of a small business, I want to talk about a multiple-payer healthcare system.

With 293 million Americans enrolled in employer- and government-sponsored healthcare plans that are working satisfactorily, why change? This is a question that I am going to pose to the breakfast club members.

The only part of our healthcare system that is out of whack is the group of individuals and families that is covered by ObamaCare. Look at what is happening to those individuals and families who have these plans in Virginia, Maryland and Vermont. These are the first states that have announced pricing for the individual-market.

According to an article in *The Washington Post* on May 14, "This is what a death spiral looks like." Virginia has requested a price increase of 64.3 percent for some plans. When you combine all plans, Virginians are facing a 13.4 percent in-

crease. In Maryland, overall price increases are 30 percent, with one insurer requesting an astonishing increase of 93.4 percent. In Vermont, the home of Bernie Sanders, one insurer requested a 7.5 percent increase while another requested a price hike of 10.9 percent.



ROBERT PEMBROKE

But you can't blame this "death spiral" on Trump. And it is a death spiral because lives will be lost because people won't be able to afford adequate healthcare. The blame rests with Obama and the progressives.

Trump is taking a whack at the high prices of prescription drugs in his brand-new drug policy, but I wouldn't sell my pharmaceutical stocks just quite yet. His four major prescription proposals look promising, but when you dig into the details, drug companies are still getting a substantial break.

According to a *Time* magazine article last month titled "President Trump's Plan to Lower Drug Prices Spares Big Pharma," "The U.S. spent \$1,162 per person on prescription drugs in 2015, according to the

Organization for Economic Cooperation and Development. That's more than twice the \$497 per person spent in the United Kingdom, which has a nationalized health care system."

Trump has two possible courses of action: First, he can get the pharmaceutical companies to charge U.S. citizens less. Or, Trump can get other countries to pay more for their pharmaceuticals. Good luck with this solution.

The Democrats have united around a new strategy. Their unified strategy is to blame Trump for the increased cost of health insurance. Obviously, this is not true because health insurance premiums have risen each year that ObamaCare has been in place.

According to the *Washington Post* article "Dems in Denial on Why Obamacare Premiums are Going Through the Roof" on May 16, "ObamaCare regulations caused premiums for people buying their own insurance to more than double between 2013 and 2017."

And keep in mind that the quality of care has gone down.

In order to keep their seats, Republicans need to come up with a new winning strategy. The *Washington Post* article "A Near-universal Healthcare Plan that Wouldn't Break the Bank" on May 13 not only proposes a great solution to Americans' healthcare needs, it is also the right thing to do.

Remember, 293 million Americans have an adequate healthcare plan. In order to satisfy the other 30 million citizens' healthcare needs, the *Post* article suggests that they be enrolled in Medicare — a simple solution that doesn't break the bank.

I ran the concept past my progressive friends and, boy, did they howl. Not only did they reject the plan, they could not give a reason why it would not work. When I added a caveat that businesses should not be taxed any more to pay for the plan, they jumped up and pounded on the table and cried, "No, no, no!"

I have now concluded that there isn't any way that I can change their minds.

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

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CALENDAR

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

June 20, 5:30-6:30 p.m.
Tax Planning Clinic, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

June 20, 5:45-6:45 p.m.
"Grow Your Business, Phase I," a Small Business Development Center (SBDC)

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

June 21, 8-9:30 a.m.
"Less Networking, More Relationship-Building," a Salt Lake Chamber event. Speaker is Ryan Evans, president of the Utah Solar Energy Association. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$25. Details are at slchamber.com.

June 21, 8-11:30 a.m.
"Recordkeeping for Human Resources," 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.

June 21, 8 a.m.-5 p.m.
SBDC Business Employer Tax Workshop, a Small Business Development Center event. Speakers are from a CPA firm, the Utah State Tax Commission, the Utah Department of Workforce Services, the Utah Labor Commission, the U.S. Department of Labor and the Workers Compensation Fund of Utah. Location is Salt Lake Community College's Miller Campus, Corporate Partnership Center, Room 333, 9690 S. 300 W., Sandy. Cost is \$15. Details are at <https://www.sba.gov/tools/events>.

June 21, 11:30 a.m.-1 p.m.
Lunch & Learn, a Murray Area Chamber of Commerce event. Location is Prohibition, 151 E. 6100 S., Murray. Cost is \$15 for members, \$20 for guests. First-time visitors must call the chamber to pre-register for discount ticket. Details are at murraychamber.org.

June 21, 11:30 a.m.-1 p.m.
"Multiplying Lasting, Profitable Relationships," a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall, Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmem-

bers. Details are at westjordan-chamber.com.

June 21, 6:30-9 p.m.
UTC Night at the Living Planet Aquarium, a Utah Technology Council event. Location is Loveland Living Planet Aquarium, 12033 Lone Peak Parkway, Draper. Free. Details are at utahtech.org.

June 22, 7:30-8:30 a.m.
Eggs & Issues, a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5223 S. State St., Murray. Free.

see **CALENDAR** next page

CAI

from page 1

the price and availability of housing are two of the largest factors that influence people's perception of the state of the economy."

"Increasing prices for gas and housing impact Utahns' expectations," said Randy Shumway, chairman and partner at Cicero Group. "The key factor that tends to counter these perceptions is wage growth. If Utahns see their wages increasing above inflation, then their perceptions will improve.

"Over the past year, we have seen strong job and wage growth and this was more apparent than price increases. Now things have reversed. Housing and gas price increases are front-page news and are hitting Utahns' pocketbooks in real ways. This is starting to affect how Utahns see the overall economy."

CHALLENGE

from page 1

The University of Utah is one of four higher education institutions selected by Schmidt Futures to serve as anchors in The Alliance for the American Dream. Each is taking a unique approach to achieving Schmidt Futures' goal of creating pathways to a healthier and more robust middle class.

"When Schmidt Futures selected the University of Utah as a member of The Alliance for the American Dream, it specifically noted our state's energized and giving population, the innovative mindset we share and our willingness to pilot and collaborate on new policies and ideas," Watkins said. "Schmidt Futures told us they valued our unique community-based approach to running this Ideas Challenge, with its focus on engaging a broad range of perspectives and voices from across the state.

"Schmidt also noted that, as the state's flagship university, we are uniquely positioned to join with government, business and community partners as well as our peer institutions throughout the state to seek and find ways to strengthen access to and stability of the middle class in Utah."

The challenge has established a multi-round evaluation process for submissions. In the first round, a selection committee will identify the 10 best proposals and each will receive up to \$10,000 to use for further refinement. In the second round, the Community Advisory Board will select three proposals, each eligible for an additional \$30,000 in development funds. Those ideas then will be forwarded for consideration at the national level, vying for up to \$1


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Oracle America, Inc. has openings for **Technical Analyst - Support** positions in Lehi, UT. Job duties include: Deliver solutions to the Oracle customer base while serving as an advocate for customer needs. Apply by e-mailing resume to applicant_us@oracle.com, referencing **385.19773**. Oracle supports workforce diversity.

million in funding from Schmidt Futures.

Cox said Utah has the best economy in the country and "is still growing, thanks to our amazing business leaders, entrepreneurs and dedicated workforce."

"But more can be done to ensure all Utahns benefit from the positive growth the state has enjoyed — particularly in our rural areas," he said. "There are still too many Utah families who, despite working hard at one job — or often multiple jobs — still struggle and are one unexpected bill away from financial instability."

The institutions that provided effective infrastructures of opportunity, social cohesion and community stability in the post-World War II era are largely still in place; however, the structures, conditions and communities they were designed to support have dramatically changed, said Pam Perlich, director of demographic research at the Kem C. Gardner Policy Institute and a member of the American Dream Ideas Challenge advisory board.

"They no longer work for a growing share of individuals, families and communities who face an entire constellation of cost and economic pressures that create barriers to prosperity, especially for young families,"

Perlich said. "Our charge is to design and build modified or completely new infrastructures of opportunity to open avenues for all. We are focusing on pathways for economic stability, educational success and upward mobility."

CALENDAR

from previous page

and open to the public (no cost unless ordering from the menu). Details are at murraychamber.org.

June 25, 7:30 a.m.-2 p.m.

Classic Golf Tournament, a Salt Lake Chamber event. Shotgun start is at 8 a.m. Location is Salt Lake Country Club, 2400 Country Club Drive, Salt Lake City. Cost is \$400. Sponsorships are available. Details are at slchamber.com.

June 26-27, 8 a.m.-4 p.m.

"Building and Delivering Effective Training," a Salt Lake Community College Workforce & Economic Development event. Cost is \$400 (\$200 for qualified companies). Registration deadline is June 12. Location is the Miller Campus, 9750 S. 300 W., Sandy. Details are available by contacting Debbie Patten at debra.patten@slcc.edu or (801) 957-5244.


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.

June 26, 8 a.m.-4 p.m.

"Conflict Strategies: Navigating Others Through Workplace Difficulties," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$215. Details are at employerscouncil.org.

June 26, 9 a.m.-noon

SBA Contracting Programs, a U.S. Small Business Administration (SBA) event. Location is Wallace Bennett Federal Building, 125 S. State St., Room 2227, Salt Lake City. Free. Details are at <https://utahsbdc.org/trainings>.

June 26, 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.

June 26, 11:30 a.m.-1 p.m.

Women in Business, a Sandy Area Chamber of Commerce event. Speaker Cydni Tetro, CEO of ForgeDX.com, will share her story and provide information about what women and men can do to be successful. Location is Hilton Garden Inn, 277 Segoe Lily Drive, Sandy. Details are at sandydchamber.com.

June 27, 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.

June 27

2018 ChamberWest Golf Classic, for ChamberWest members only. Registration and breakfast are at 7 a.m. Shotgun start is at 8 a.m. Location is The Ridge Golf Club, 5055 Westridge Blvd., West Valley City. Cost is \$125, \$450 for a foursome. Details are at www.chamberwest.com or (801) 977-8755.

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