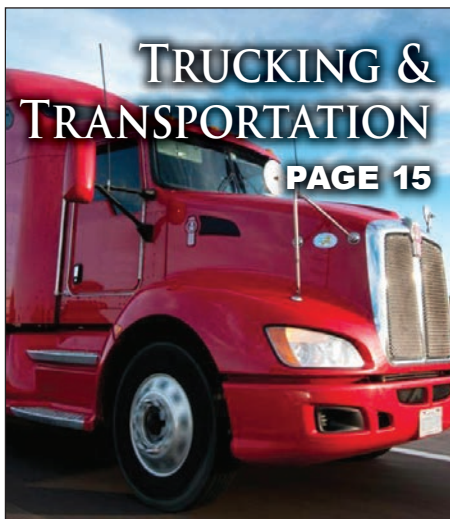


Focus



Sponsored by:



Utah Jazz rookie Donovan Mitchell drives against Houston Rocket defender Clint Capela during the second round of the NBA playoffs at Vivint Smart Home Arena. Team president Steve Starks recently told a Salt Lake City crowd that the team provides myriad benefits to the local and state economy.

Starks: Jazz's economic boon evident, but many incalculables

Brice Wallace
The Enterprise

For all of the obvious economic activity tied to the Utah Jazz — player and staff salaries, ticket and merchandise sales, advertising — the most prominent professional sports team in the state offers other benefits that are difficult to quantify.

Steve Starks, president of Larry H. Miller Sports & Entertainment, making him president of the Jazz, last week spelled out those impacts during the “Newsmaker Breakfast” at the Kem C. Gardner Policy Institute at the University of Utah. His appearance came the morning after the Jazz completed a successful season with a sec-

ond-round playoff loss in Houston.

While the local economy benefits in part by visiting players’ salaries being taxed — “LeBron James pays tax to Utah because he’s working here,” he said — other impacts are tougher to measure. One example is brand awareness. Starks noted that during a trade mission to China, Jazz basketballs were coveted items for the Chinese dignitaries Utahns were visiting.

“It’s hard to put a value on the branding that the Jazz provide for Utah, but it’s worldwide and it’s significant,” Starks said. “There’s a global awareness that the Jazz brings to the state that’s really important.”

see JAZZ page 4

Speaker Ryan to keynote S.L. Chamber event

The Salt Lake Chamber has announced that U.S. House of Representatives Speaker Paul Ryan will be the keynote speaker at the organization’s Giant in Our City event scheduled for June 9 at the Grand America Hotel in Salt Lake City.

The chamber had previously announced that it will honor Sen. Orrin Hatch as the 39th Giant in Our City. The award

honors those with exceptional and distinguished service and extraordinary professional achievement and is widely recognized as the most prestigious business award given in Utah, the chamber said.



Rep. Paul Ryan

“In the history of the state of Utah, no other individual legislator has had greater impact than Sen. Orrin Hatch. He has spent the entirety of his career dedicated to the citizens of Utah and this state’s business community,” said Lane Beattie, president and CEO of the Salt Lake Chamber. “We are pleased that Speaker Ryan, someone who has worked so closely with Senator Hatch to develop and enact legislation that has helped Utah and the rest of the country unlock economic growth, will be in attendance to help us honor this great statesman.”

Now in his seventh and final term as Utah’s senator, Hatch is the most-senior Republican in the Senate and the longest-serving Republican senator in United States history. Hatch became the president pro

see RYAN page 5

Utah national park tourists spent \$1.1 billion last year

The United States celebrated National Park Week in April and in conjunction with the celebration, the Interior Department released data about the economic impact the nation’s parks have on the communities near the sanctuaries.

And no place is that impact more apparent than in Utah. According to figures released by U.S. Secretary of the Interior Ryan Zinke, Utah’s economy saw a \$1.1 billion infusion in direct tourist spending in 2017 from people visiting the state’s five national parks. That placed Utah fifth among the states in total economic impact

and fourth in the number of jobs directly related to national park visitation.

Nationally, the national park systems benefitted local economies to the tune of \$35.8 billion — a \$1 billion increase from 2016. More than half that amount (\$18.2 billion) went to businesses within 60 miles of a park. There were over 306,000 people with jobs directly related to national park tourism in 2017. Of those jobs, 225,000 were in communities within 60 miles of a national park.

“This report illustrates the incredible economic value of our national parks and

further shows the value in the president’s plan to rebuild park infrastructure,” Zinke said. “National parks provide us a gateway to the outdoors, family recreational opportunities and connect us to our history and heritage — and they are extremely vital to local economies all across the nation. Parks provide jobs and fuel the outdoor recreation and tourism economy.”

“Parks are priceless not only for their intrinsic natural beauty and historical sig-

see PARKS page 4



Byrne reshuffles his Overstock executives

In a letter to shareholders, Patrick Byrne, founder and CEO of Salt Lake City-based online retailer Overstock.com, announced a significant management shuffle of executives at both tZero and Overstock.



Saum Noursalehi



Patrick Byrne

Byrne described the changes as intending to accelerate growth at tZero, Overstock's emerging initial coin offering platform for securities on blockchain. tZero is a majority-owned Overstock subsidiary.

Byrne will become president of Overstock Retail, and Ralph Daiuto will become president of SpeedRoute, a securities-brokering platform owned by

Overstock, while maintaining his role as general counsel and chief operating officer of tZero. Saum Noursalehi will become CEO of tZERO. Joe Cammarata is moving from an executive role with the firm to focus on his tZERO board role, Byrne said. Byrne, in relinquishing his CEO title at tZero, will become executive chairman of the blockchain platform. The announcement came in advance of Overstock's forthcoming annual shareholder meeting.

Byrne characterized the changes as a "significant injection of human capital into tZero."

"Saum Noursalehi, formerly president of Overstock.com, will assume the role of CEO of tZERO. Out of the thousands of executives I have worked with through the years, I've never met anyone who can manage innovation like Saum," said Byrne. "As a business-oriented technologist, his fingertip sense of the high costs of centralizing information and strong un-

derstanding of product teams and agile management makes him an extraordinarily effective executive. Saum's proven track record as an innovative leader will help tZERO cement its market-leading position at the forefront of the emerging security token capital markets space."

Byrne said he remains "no less committed to tZero" but the young company will benefit from Noursalehi's skills.

"With this change and infusion of additional leadership into tZERO, I am confident we will have assembled the right team to take the company through its next phase."

"I strongly believe Saum assuming an active leadership role in building tZERO, coupled with his building of a top technology team, will radically accelerate tZERO's innovation cycle while representing a significant commitment in resources to the success of tZERO," said Byrne.

Gail Miller to head board at Intermountain Healthcare

Gail Miller, owner and chair of the Larry H. Miller Group of Companies, has been chosen as chair of the board of trustees of Intermountain Healthcare. She succeeds Scott Anderson, who remains on the board as chair emeritus and who has stepped down at the completion of his six-year term.

Miller's appointment was announced by Intermountain's board, which is comprised of 20 individuals who volunteer their time without pay to direct the not-for-profit organization. Board members set policy, create goals, evaluate management's performance and ensure Intermountain operates in the best interests of the community, the group said in a release last week. Board chairs are elected by the board.



Gail Miller

Miller joined Intermountain's board in 2013. She serves on several committees, including the Executive Committee and the Community Relations Committee.

Miller is engaged in the various operations of the Miller company, including the administration of the Larry H. and Gail Miller Family Foundation. She is trustee emeritus of Salt Lake Community College, serves on the National Advisory Council for the University of Utah and holds an honorary alumni award from Brigham Young University. She is also involved with several initiatives, boards and organizations with an emphasis on healthcare, education and homelessness.

Miller has received honorary doctorate degrees from the University of Utah, Weber State University and Salt Lake Community College. In 2012, the Intermountain Healthcare Research and Medical Foundation honored Miller with the Legacy of Life Award. In 2015, she received the Salt Lake Chamber's "A Giant In Our City" award.

"At Intermountain, we are very fortunate to have Gail as our new board chair," said Dr. Marc Harrison, Intermountain's president and CEO. "She has been a tremendously positive influence on our stewardship to our patients, members and communities. She is a champion of our mission and our vision to be a model health system and a beacon of hope for the people we serve."

Outgoing chair Scott Anderson is the president and CEO of Zions First National Bank. He has served on Intermountain's board of trustees since 2005. "We are grateful to Scott for his board service and for all he and this board have done to help set the bar high for Intermountain in serving patients and our community," said Harrison.

Intermountain Healthcare is a Utah-based not-for-profit system of 22 hospitals, 170 clinics, a medical group with about 2,300 employed physicians and advanced practice clinicians, a health plans group called SelectHealth and other medical services.

Brewer to buy 800 Nikola trucks

Anheuser-Busch, America's largest brewing company, has placed an order with Nikola Motor Co. that could amount to up to 800 of the company's hydrogen-electric powered semi-trucks. The zero-emission trucks are expected to be integrated into Anheuser-Busch's dedicated fleet beginning in 2020.

Nikola Motor Co. was launched in Salt Lake City but has recently announced its intention to move its headquarters and billion-dollar production facility to a suburb of Phoenix.

Anheuser-Busch said it plans to convert its entire long-haul dedicated fleet to renewable powered trucks by 2025.

"At Anheuser-Busch, we're continuously searching for ways

to improve sustainability across our entire value chain and drive our industry forward," said Michel Doukeris, CEO of Anheuser-Busch. "The transport industry is one that is ripe for innovative solutions and Nikola is leading the way with hydrogen-electric, zero-emission capabilities. We are very excited by the possibilities our partnership with them can offer."

"Hydrogen-electric technology is the future of logistics and we're proud to be leading the way," said Nikola CEO Trevor Milton. "Anheuser-Busch has a long history of investing in progressive, sustainable technology and we are excited to partner with them to bring the largest hydrogen network in the world to the USA."

GetReadyNow™
Empower People To Be Their Own Hero.

Because You Never Know!

People and Pet Kits for any Emergency.
(Personal Car Kit Shown)

Extend Employee Safety Beyond the Workplace.

ADD GEAR
LOGO CUSTOMIZATION
REMOVE GEAR

ADD COMPANY SWAG
BUILD YOUR OWN
MIX & MATCH PACKS

More than a gift or award...
A gesture that you really care!

Available through Amazon or at GetReadyNow.com

BUILD CULTURE • SHOW APPRECIATION • EXTEND YOUR BRAND • 1-800-325-3206

UofU named part of Schmidt Futures middle-class project

The University of Utah has been selected by Schmidt Futures to solicit and develop ideas for ensuring a vibrant middle class in America, according to a release from the office of UofU President Ruth V. Watkins. Schmidt Futures works to advance society through technology, inspire breakthroughs in scientific knowledge and promote shared prosperity through its Alliance for the American Dream initiative, the release said.

The university, along with other Alliance partners, will seek policy and technology ideas from individuals or groups throughout Utah that have the potential to increase net income for 10,000 of the state's middle-class households by 10 percent by 2020. The initiative includes an initial gift of \$1.5 million to the university.

The Alliance for the American Dream is based on the concept that a healthier and larger middle class reduces income disparity and provides enhanced opportunity and economic mobility. Its goal is to increase shared prosperity and American competitiveness by generating and investing in ideas that strengthen the middle class by giving more Americans the skills and opportunities they need to improve their lives, the statement said.

Eric Schmidt is the founder of Schmidt Futures. Schmidt is a technical advisor to Alphabet Inc., a member of its board of directors and its former executive chairman. Alphabet Inc. is the parent company of Google.

"Today, too many middle-class families find themselves at risk of falling into poverty, while too few see a path to build a brighter future for their children," Schmidt said in announcing the project. "America needs a strong middle class. Our future depends on it."

Schmidt said the best ideas will come from people working together, in their own communities, using an interdisciplinary approach grounded in facts, data science and diverse perspectives. Ideas on how to strengthen and enable access to the middle class might target raising income or decreasing costs of such necessities as transportation, housing, utilities and food.

"We are happy to welcome the University of Utah as an inaugural partner in the Alliance for the American Dream," said Schmidt.

Courtney McBeth, project director and special assistant to the president, will direct the UofU's participation in the alliance. The university will launch a process in coming weeks to solicit ideas from throughout the state by late fall. Ten proposals will be selected and each will receive up to \$10,000 to further develop the idea.

UAMMI gets grant for composite parts development

The Utah Advanced Materials and Manufacturing Initiative (UAMMI) has been awarded nearly \$1 million in federal funds to produce carbon composite additive manufactured parts for the U.S. Air Force.

This technology will give UAMMI the ability to 3D-print carbon-based replacement parts for legacy aircraft on demand,

something often prohibitively expensive and time-consuming using traditional technologies.

UAMMI's award constitutes a two-year, \$928,000 project and is set to begin in June. The grant will come from the Air Force-driven MAMLS program (Maturation of Advanced Manufacturing for Low-Cost Sustainment), which was created in partnership with the Air Force Research Lab (AFRL), National Center for Defense Manufacturing and Machining (NCDMM) and America Makes.

As a nonprofit initiative, UAMMI's mission is to ensure that Utah is the global leader in value-added advanced materials, manufacturing, technology development and design. Being awarded this funding will allow UAMMI to bring additive manufacturing, or 3D printing of carbon materials, to the forefront in Utah, which is quickly becoming

a major interest for many Utah advanced manufacturing companies.

"Additive manufacturing represents a huge opportunity for Utah's advanced manufacturing industry," said Jeff Edwards,

UAMMI executive director. "The carbon-based components we will produce will be highly valuable to the Air Force as they will significantly reduce both the time and cost of aircraft repairs. This grant will help position Utah as the technology leader and innovator in this new field."

As aircraft age, availability of parts for needed repairs gets more and more difficult, Edwards explained. Waiting on these parts to be replaced through traditional fabrication is a significant driver of maintenance downtime in legacy systems because of part obsolescence, diminishing manufacturing sources, material shortages and lack of technical data to fabricate the part. The Air Force Sustainment Center has worked many years to resolve the root causes of these problems with minimal success. Through MAMLS, the Air Force intends to demonstrate that with the advances in additive manufacturing, these parts can be manufactured on-demand.



During the project, the UAMMI additive manufacturing team will be housed at the Utah Science Technology and Research Initiative (USTAR) Innovation Center, which is located at the Falcon Hill Aerospace Research Park next to Hill Air Force Base.

"We are thrilled to be awarded the funding for this project and are excited to start working with our partners to implement it," said Edwards. "Additive manufacturing represents a large opportunity for Utah's advanced manufacturing industry and we are pleased to receive the funding and begin this one-of-a-kind project here in Utah."

Founded in 2014, UAMMI brings together public, private, community, industry and education partners to assure the growth and sustainability of Utah's advanced materials and manufacturing industry and maintain Utah's leadership in this key global industry.

Enterprise

UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

Enterprise Newspaper Group

825 North 300 West Ste. NE220
Salt Lake City, Utah 84103
801-533-0556 FAX 801-533-0684
www.slenterprise.com

PUBLISHER & EDITOR
R. George Gregersen

PRESIDENT
David G. Gregersen
david@slenterprise.com

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

MANAGING EDITOR
John M. Rogers
john@slenterprise.com

CONTROLLER
Richard Taylor
richard@slenterprise.com

OFFICE MANAGER
Dionne Halverson
dionne@slenterprise.com

CLASSIFIED AND REAL ESTATE
david@slenterprise.com

CIRCULATION
Dionne Halverson
dionne@slenterprise.com

LIST DEVELOPMENT
Laneace Gregersen
lists@slenterprise.com

ADVERTISING INQUIRIES
david@slenterprise.com

TO CONTACT NEWSROOM
john@slenterprise.com

ART SUBMISSIONS
art@slenterprise.com

Subscription Rates:
Online only, \$65 per year
Print only, \$75 per year
Online and Print, \$85 per year

Any opinions expressed by the columnists are not necessarily the opinions or policy of Enterprise, its owners or managers. Reproduction or use of contents without written consent of the publisher is prohibited. All rights reserved.

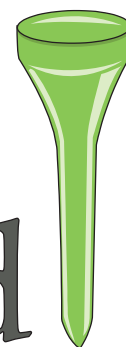
© 2013 Enterprise Newspaper Group Inc.
Periodical postage paid at Salt Lake City, Utah
POSTMASTER: Send address corrections to:
P.O. Box 11778, Downtown Station
Salt Lake City, Utah 84147



SALT LAKE CITY
GOLF

LOYAL Tee

Discount Card



Save money every day of the week at all six Salt Lake City golf courses

Card holders receive the following benefits:

- Reduced green fees at six courses
- First 9-hole round is free
- 30% off range balls all the time
- 10% off pro shop apparel
- Valid for one year from date of purchase

\$49⁹⁹

Purchase the card at any SLC golf course.

Visit slcgolf.com for info on 2018 rates and updated program details.

Bonneville • **Forest Dale** • **Glendale**
Mountain Dell • **Nibley Park** • **Rose Park**

PARKS

from page 1

nificance, but also for the economic benefits they provide to communities across the country," said Will Shafroth, president and CEO of the National Park Foundation. "The investments we make in our national parks protect cherished places while promoting community and economic development."

Of the \$1.1 billion spent in Utah by parks visitors, \$227 million was spent at restaurants and \$386 million was spent for local lodging. Other expenditures went to retail stores (\$190.4 million), gas stations (\$123 million), transportation (\$95 million) and camping venues (\$30.4 million).

Utah also benefited from the nation's largest growth in national park visitation in recent years with 79.1 percent growth in expenditure from 2012 to 2017 (\$614 million versus \$1.1 billion).

More than 4,000 of the 17,600 Utah jobs directly related to park visitation were held by restaurant employees while 3,990 were held by hotel and motel employees. Restaurants and lodging facilities also accounted for the bulk of the labor income in Utah. According to Interior Department figures, the equivalent of 5,280 jobs in Utah are indirectly related to national

park tourism.

Visitor spending varied across the national park system, from big parks like Yellowstone National Park, which attracted 4.1 million people and supported more than 7,350 jobs, to smaller parks like Hubbell Trading Post National Historic Site near Winslow, Arizona, that attracted more than 45,000 visitors and supported 43 jobs.

Nationwide, the lodging sector received the highest direct contributions, with \$5.5 billion in economic output to local gateway economies and 49,000 jobs. The restaurants sector received the next greatest direct contributions, with \$3.7 billion in economic output to local gateway economies and 60,500 jobs.

"National parks connect us with nature and help tell America's story," said Dan Smith, deputy director of the National Park Service. "They are also a vital part of our nation's economy, drawing hundreds of millions of visitors every year who fill hotels and restaurants, hire outfitters and rely on other local businesses that help drive a vibrant tourism and outdoor recreation industry."

National Park visitation nationwide grew by 7.7 percent from 2015 to 2017, which included the 2016 centennial of the National Park Service and the "Find Your Park" campaign.

JAZZ

from page 1

Another incalculable benefit is the growth of business around Vivint Smart Home Arena. What was known as the Delta Center when constructed a quarter-century ago has been "an anchor to development on that side" of the city, he said. Built in what once was a relatively undeveloped area, the arena has seen The Gateway come along, is served by mass transit on two sides and is amid various restaurants, hotels, shops and parking areas busy on game nights.

"It's been a really significant contributor and anchor to that part of the community," Starks said.

In addition to the dollars-and-sense elements, the Jazz have added "a richness to our community," he said.

"It adds a rallying point where people gather together and watch the team, feel the pride in it, and we identify with that. There's something about sports that's really tribal — when they represent us and we represent them, in a weird way. And that adds a richness."

Admitting he probably shouldn't say it, Starks recalled someone saying that "if the Jazz aren't in Utah, then Salt Lake perhaps is Boise or Albuquerque. Those are great cities but they're not Salt Lake City, and part of the reason why Salt Lake City is what it is, is because of the Utah Jazz."

Starks quickly added: "I love our fans in Idaho!"

Responding to an audience question, Starks described Utah's overall sports scene as healthy, with "incredibly passionate fan bases." That applies to sports teams at the Universi-

ty of Utah and Brigham Young University at the collegiate level, and for the Jazz and the Real Salt Lake soccer team at the professional level. Starks was asked whether more professional teams might make Utah home, given the recent additions of the Utah Royals women's soccer club and the Utah Warriors rugby team.

"From my perspective, it's great," he said, acknowledging that a prominent narrative in the early days of RSL was that the Jazz didn't like having the new soccer team around. "And if we had an NFL team or an MLB team, it would only add to the richness of the state and the experience of living here."

The Jazz love having RSL as well as the Salt Lake Bees baseball team, its ballpark and its relationship with the Los Angeles Angels, he said. But landing a Major League Baseball or National Football League team is "a little ways off."

"You need a corporate sponsor base. You need a population base. I think we're getting there. I don't know that we're totally there yet," Starks said. "If you're just looking at our projections over the next 10 to 20 to 30 years, it wouldn't be surprising if we're a city and a state that's becoming attractive to more professional sports just because of the dynamic growth in the economy and what's happening there. So, we'd love to see it."

Like the Jazz, other elements of the Sports & Entertainment group are doing well, Starks said. The arena is getting revenues from concerns, family shows and other non-basketball events. The Bees are contributing culturally and financially. The Megaplex Theatres are benefiting from "a really good year for Hollywood so far" and also because its the-

aters are large. "People in Utah love going to the movies and our theaters provide a big venue to do that," he said.

"The Automotive Group really is the engine that, over the years, has driven everything and allowed it to be possible. But each of those entities on the Sports & Entertainment side fortunately are really healthy."

During his talk, Starks also delved into organizational philosophies that have worked for the Jazz. The Miller family has provided a commitment to resources and an emotional stability "to do things the right way." The management shares those values and has stuck to a process during the team's rebuilding over the past few years. Coach Quin Snyder has contributed creativity and intellect, he said.

"The Miller family creates values. They've surrounded themselves with people that buy into those values and are aligned philosophically. And those values, I think, produce a culture that the Utah Jazz has enjoyed for many, many years," he said.

"And now we have the benefit of seeing some of the fruits of those labors and values hopefully bear out, and we want to do it in a consistent fashion, where we're good for a long time and that we do it the right way and build an organization that attracts that type of talent — on the court, off the court."

Despite the Jazz's second-round loss, this year's feel-good story — with the team exceeding fans' expectations — likely isn't over.

"It feels like the start of something. It doesn't feel like the conclusion of an effort," Starks said. "People are feeling like this could be really special moving forward."



Some things you just **don't share.**

Your *Enterprise* is one of them. Stop sharing TODAY and call for your special discount offer!

Call **801-533-0556** today!




FIND YOUR COMPETITIVE KNOWLEDGE HERE.

WORKFORCE TRAINING AT  **SLCC**

slcc.edu/workforce | 801-957-5270 | workforce@slcc.edu

Intermountain partners with Minnesota firm to launch elder care service

Salt Lake City-based Intermountain Healthcare has entered into a partnership with Minneapolis-based Lifesprk to launch a new life-care model for seniors. Known as Homespire, the service is designed to keep seniors healthy and living fuller, more independent lives while significantly reducing emergency room and hospital visits, Intermountain said in a release last week.

Homespire will include private-pay home-care options like non-medical services that are essential to daily living outside of a care facility. Homespire is now available in the Salt Lake Valley and will expand throughout Utah over the next year, the company said.

"As the total number of seniors in our area increases significantly and the number of family members that are caregivers continues to shrink, we're anticipating a gap in the care we're able to provide our aging population," said Kim Henrichsen, senior vice president of clinical operations and chief nursing executive for Intermountain Healthcare. "Lifesprk, which is a 14-year old company that's served more than 14,000 clients in Minnesota, has a proven model that delivers on our mutual vision of enabling seniors to remain in their homes longer by living healthy, independent lives."

In its Minnesota operation, Lifesprk has reduced emergency room visits by 47.8 percent and hospital visits by 56.8 percent, according to the release. This translates into significant cost savings for each senior over a lifetime.

"What we have statistically proven is that providing care that encompasses the whole person, not just their medical condition,

is the key to helping them achieve their healthiest self," said Joel Theisen, founder and CEO of Lifesprk and president and CEO for Homespire. "It's shifting the healthcare paradigm from sick care to well care. This model is about rethinking the overall delivery of care for our aging population and surrounding them with a community of people who advocate and anticipate their needs so we can prevent or minimize health crises."

Homespire will continue the Lifesprk model, which assigns each client a Homespire life care

manager who is a registered nurse and serves as a trusted advocate in the home for the individual. The life care manager, who offers 24/7 on-call coverage, works closely with the client, the family, and with Intermountain care management teams to develop and execute a Life Plan that includes health and wellness, social support, purpose and passion, thinking and memory, home and safety, finances and identity.

"Data shows that 90 percent of the factors that cause a re-hospitalization are outside of the scope of

the medical model," Theisen said. "There's really no source in the community anymore that helps address those outside factors on an ongoing basis. That's why our life care manager role is so important and has been critical to driving the successful outcomes for our clients. Our life care managers are highly trained in developing a life plan that tackles life challenges and adds purpose and passion so each person can live what we call a sparked life."

While Utah remains one of the youngest states in the nation,

according to state data in the next 25 years, the 65-plus population will double both in number and as a percentage of the state's population. In addition, the 85-plus group in Utah grew 60 percent from 1990 to 2000 and is expected to grow 800 percent from 2006 to 2050.

"We truly believe a program like Homespire meets the Utah 2030 plan and Intermountain's vision to keep the aging population engaged, involved and contributing to the community," said Henrichsen.



— THE SANDY CHAMBER —
BUSINESS INSTITUTE

Now Accepting Applications!

Sales Academy

Take your sales ability to the next level. This academy offers six modules including building a foundation for success, building rapport, capturing your prospect's attention, building your sales arsenal, developing a powerful presentation, and asking for the business. Taught in conjunction with the Business Performance Group.

Marketing/Advertising Academy

This academy will cover everything from SEO, pay per click advertising, Google ad words, programmatic display advertising, and how to maximize your web traffic. Revolutionize your online presence as well as the external image of your company. This is a four-week course taught by marketing and advertising experts from Firetoss.

To apply visit
sandychamber.com

RYAN

from page 1

tempore of the Senate in 2015. Among his initiatives are the Balanced Budget Amendment to the Constitution, the Strengthening Our Commitment to Legal Immigration and America's Security Act, the Religious Freedom Restoration Act, the Americans with Disabilities Act, the Antiterrorism and Effective Death Penalty Act and the Utah School Trust Lands Exchange Act.

Hatch is the chairman of the Senate Committee on Finance and a member (and former chairman) of the Judiciary Committee; a member (and former chairman) of the Senate Health, Education, Labor and Pensions Committee; and a member of the Joint Committee on Taxation. He also serves on the board of directors for the Holocaust Memorial Museum in Washington, D.C.

Industry Briefs

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

CONTESTS

• Nominations are being accepted through May 31 for the **2018 Women Tech Awards**, to be presented Oct. 24 by the **Women Tech Council**. In its 11th year, the awards program recognizes women across all technology disciplines who are trailblazing new paths; leading and founding technology companies; and building innovative tools, technologies and experiences. Women of all technology and STEM backgrounds are eligible. Judges will include some of Silicon Slopes' top tech industry leaders. A link to the nomination document can be found at <http://www.womentechcouncil.com/>. Over the past 10 years, the awards have recognized over 160 finalists and 20 student finalists.

• Applications for the **2018 MWCN Utah 100 Awards** are being accepted until June 30. **MountainWest Capital Network** annually honors growing and exciting companies in Utah. The awards will recognize Utah's 15 largest revenue companies, 100 fastest-growing companies, and a list of "Emerging Elite Companies." An awards luncheon is set for Oct. 30. To qualify for consideration, a company must be a Utah-based, for-profit entity. Details are at www.mwcn.org/Utah-100.

DIVIDENDS

• The board of directors of **Utah Medical Products Inc.**, Salt Lake City, has approved a quarterly cash dividend of 27 cents per share of common stock. The dividend is payable July 6 to shareholders of record June 15. It is a 2 percent increase over the dividend declared in the same quarter of the prior year.

EDUCATION/TRAINING

• A total of 49 students from **Alpine, Canyons, Davis, Granite, Jordan** and **Tooele** school districts recently gathered at the Capitol to receive their Medical Innovations Certificate, following completion of the **Medical Innovations Pathways (MIP)** program. Students who enroll in the MIP program choose either a medical device manufacturing or laboratory track. Both tracks require students to complete special classroom studies and time in the field completing job shadows with experienced industry professionals. Upon completion of the certificate, students are guaran-

teed a job interview with participating companies. The MIP program, launched in 2016, is one of the pathway programs under the state's Talent Ready Utah initiative.

ENGINEERING

• **Calder Richards Consulting Engineers** has hired **Parker Syndergaard** as an engineer-in-training. He will assist the firm's senior staff in designing commercial and institutional building projects. He has a master's in civil engineering (structural) from Utah State University.



Parker Syndergaard

EXPANSIONS

• **PrinterLogic**, a St. George-based enterprise print-management software company, has opened its first East Coast office in Cary, North Carolina. Cary is part of the greater Research Triangle Park (RTP) area.



Everything for the
Contractors

We rent the best

4343 Century Drive
Salt Lake City, UT 84123

801-262-5761

www.centuryeq.com



HEALTHCARE

• **Recursion Pharmaceuticals Inc.**, Salt Lake City, has hired **Kevin Lynch** as chief business officer. He joins the company after 22 years at AbbVie. He most recently served as the vice president of search and evaluation, prior to which he served as director of licensing and business development. Recursion combines artificial intelligence (AI), experimental biology, and automation to discover drugs at scale.



Kevin Lynch

• **Regence BlueCross BlueShield of Utah** has hired **Doug**



Doug Boudreaux

Boudreaux as vice president of sales. Boudreaux previously was vice president of marketing at MountainStar Healthcare. He also was regional director of sales and marketing for IASIS Healthcare Corp., with operational responsibilities spanning Utah, Nevada and Arizona. He also worked for several years for Shriners Hospitals and University of Utah Health Sciences Center. He also has served as associate instructor and adjunct professor at University of Utah and Salt Lake Community College. Boudreaux received his bachelor's degree from Utah State University, and his master's in public health and health services administration from the University of Utah.

INVESTMENTS

• **Owlet Baby Care**, Lehi, has closed on a \$24 million Series B investment. The round was led by **Trilogy Equity Partners**, with participation from existing investors, including **Eclipse Ventures**, **Broadway Angels** and **Enfield Ventures**, and the addition of **Pelion Venture Partners**. The additional funding will enable the company to accelerate its growth through the launch of additional products, continued international expansion, and help make the product accessible to more families. In connection with the financing, **Amy McCullough**, managing director at Trilogy Equity Partners, will join Owlet's board of directors. Owlet is a startup best known for its flagship product, the Smart Sock baby monitor, which uses pulse oximetry to track a baby's heart rate and oxygen levels while sleeping.

• **Divvy**, a Lehi-based expense management solution company, has announced a \$10.5 million funding round led by **Pelion Ventures** and including personal investors **Josh James**, CEO of Domo; **Aaron Skonnard**, CEO of Pluralsight; and **Jeremy Andrus**, CEO of Traeger Grills. Divvy launched in January.

MEDIA/MARKETING

• **KUER 90.1** has hired **Andrew Becker** as news director. Becker spent more than a decade covering border, homeland and national security issues, most recently for The Center for Investigative Reporting +



Andrew Becker

Reveal in the San Francisco Bay Area.

PHILANTHROPY

• The **DoTerra Healing Hands Foundation**, in partnership with **3Strands Global Foundation**, have introduced the "PROTECT" project in Utah schools. The "Prevention Organization To Educate Children on Trafficking" is a human trafficking prevention education and training program that aims to lower children's vulnerability to being trafficked by educating groups about possible dangers of human trafficking and the reality of the problem. Through PROTECT, teachers and students learn about red flags, response protocols, and ways to prevent exploitation through an online, grade-specific curriculum. The DoTerra Healing Hands Foundation is taking part in the project by helping to coordinate statewide implementation, with its first rollout in the Alpine School District where the company's corporate headquarters are located. The program is expected to serve approximately 800 high school students from the Alpine School District by the end of the 2017-2018 school year. Discussions to enlarge the program are currently being held with the Utah State Board of Education as well as various school districts throughout the state.

BEST KEPT SECRET IN UTAH.

Wire rope is where we started.
One of the largest shops in the Intermountain West. Slings made to your specifications. Our staff has over 60 years of experience.

RASMUSSEN EQUIPMENT COMPANY

3333 West 2100 South
Salt Lake City, Utah 84119
(801) 972-5588

www.rasmussenequipment.com

REAL ESTATE

• **Richmond American Homes of Utah Inc.**, a subsidiary of M.D.C. Holdings Inc. (NYSE: MDC), has opened **Layton Shores**, a new community at 3200 W. 695 N., Layton. It offers ranch-style homes with two to six bedrooms and up to approximately 5,400 square feet. Each floor plan comes with a three-car garage standard, with up to five-car garages available.

RECOGNITIONS

• **Direct Selling News** has presented **D. Gary Young** with its inaugural **Bravo Legacy Award**. Young is founder and chairman of the board of the **Lehi-based Young Living**



D. Gary Young

Essential Oils. The award recognizes an individual who has made extraordinary professional contributions to the direct selling community "that will be felt for generations to come." **Direct Selling News** is the magazine of the Direct Selling Association. Young Living has surpassed \$1 billion in sales in each of the last three years and exceeded \$1.5 billion in 2017. Its revenues have grown 800 percent over the last five years, and it is in the midst of a 34-percent increase in revenue in 2018 year-to-date. The company has more than 3,000 global employees, 4 million members since its founding, 16 corporate and partner farms around the world, 13 offices operating in 22 markets, and products shipping to 133 countries.

• **Mark Bouchard** recently was presented the "**Partner in Education Award**" during the inaugural **Utah's Partner in Education** gala in Salt Lake City. The event honored teachers, administrators, students and advocates of the state's



Mark Bouchard

education system. Bouchard is senior managing director at CBRE. The award recognized Bouchard's service over the past decade to improve public education for all students throughout the state. Bouchard was the founding chair of Utah's "Prosperity 2020" initiative, a coalition of business leaders committed to increasing investment in public education; was the founding chair of Gov. Gary Herbert's Education Commission; and was the founding chair of United Way's statewide initiative (PPRC) to improve access to educational opportunities while improving the depth, breadth and relevance of high school and post-secondary education. Also honored during the gala were **Educator of the Year**, presented to **Will Pettit** of Granite Park Junior High; **Administrator of the Year**, presented to **Kim Schaefer** of Whitehorse High School; and **Student of the Year**, presented to **Jorge Luis**

see BRIEFS next page

Industry Briefs

from previous page

Tlasmanteco Vasquez of Treasure Mountain Junior High School.

• Six Utah companies are among the “**25 Highest Rated Public Cloud Computing Companies to Work For**” and the “**50 Highest Rated Private Cloud Computing Companies to Work For**,” compiled by global investment firm **Battery Ventures** and job and recruiting site **Glassdoor**. Among private companies are No. 3 **Canopy**, No. 10 **Health Catalyst**, No. 11 **Lucid Software**, No. 12 **Podium** and No. 25 **HireVue**. Among public companies is No. 6 **Instructure**. The rankings are based on employee satisfaction, as measured by employee feedback shared on Glassdoor.

• The **U.S. Chamber of Commerce** recently named all six members of Utah’s congressional delegation as “**Spirit of Enterprise Award**” winners for their support of pro-growth, pro-jobs policies during the first session of the 115th Congress. The awards are presented annually to members of Congress based on their votes on business legislation as outlined in the chamber’s “How They Voted 2017” scorecard. Members who supported the Chamber’s position on at least 70 percent of those votes qualify to receive the award. Sen. Orrin Hatch had an 86 percent voting record, and Sen. Mike Lee had 71 percent. All of Utah’s members of the House of Representatives had a voting record of 93 percent. Rep. John Curtis, who was sworn in as Utah’s newest member of Congress in November, had a voting record of 100 percent.

RESTAURANTS

• The **Square Kitchen**, a culinary incubator kitchen offering commercial kitchen space to food entrepreneurs, has opened at 751 W. 800 S. in Salt Lake City’s Poplar Grove neighborhood. The Square Kitchen also supplies regulatory, marketing and business resources for future restaurateurs, wholesalers and retailers. The Square Kitchen received \$375,000 in grant funds from Salt Lake City and a \$250,000 loan from the Sustainability Department as seed funding. Details are at www.squarekitchenslc.com.

• **David Heiblim**, owner of Este Pizza in Salt Lake City, has opened **The Dispensary** at 54 W. 1700 S., Salt Lake City. Heiblim said the concept for the restaurant is like a pharmacy. Diners will order and pay at one window, pick up their food at the second window and return their dishes

at the third. The eatery has 986 square feet. The \$140,000 project will employ 15 people.

RETAIL

• **IFA Country Stores** has opened a 25,000-square-foot store at 898 S. University Av., Provo. The original Provo store was in another location for over 90 years. The new location has 30 employees, up from seven at the prior location. IFA operates 23 stores in Utah, Colorado, Nevada, Idaho and New Mexico, and will officially open another new store in Draper in June.

SCHOLARSHIPS

• **Visit Salt Lake (VSL)** recently recognized **Kensey Baker** as the recipient of the 12th annual **Dianne Nelson Binger Scholarship**. The scholarship honors VSL’s former president and CEO and her legacy to the Salt Lake hospitality community. The scholarship is bestowed annually to a female student at the University of Utah in the Department of Parks, Recreation and Tourism of the College of Health. Baker is currently a master’s student in the department, researching the effects of smartphone technology on place attachment in Pacific Crest Trail through-hikers. She also is a graduate assistant at PEAK Health

and Fitness, where she provides leisure consultations and creates and leads new recreation trips for faculty and staff at the university.

TECHNOLOGY/LIFE SCIENCES

• **Owlet Baby Care**, Lehi, recently announced the addition of

three people to its board of directors and executive team. **Woody Scal** has joined the company as a board member. He is former chief business officer at Fitbit. **Mike Abbott** has joined as chief financial officer. He has been a CFO and executive at top consumer brands. **Dr. Milena Adamian** is

vice president of health affairs. Adamian is a cardiologist and clinical research expert. Owlet is a startup best known for its flagship product, the Smart Sock baby monitor, which uses pulse oximetry to track a baby’s heart rate and oxygen levels while sleeping.

CORPORATE FINANCIAL REPORTS

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

Nu Skin

Nu Skin Enterprises Inc., based in Provo, reported net income of \$35.5 million, or 64 cents per share, for the first quarter ended March 31. That compares with \$27.5 million, or 51 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$616 million, up from \$499 million in the year-earlier quarter.

Nu Skin develops and distributes a line of beauty and wellness products.

“We delivered strong first-quarter results highlighted by 24 percent growth in revenue, which included a 7 percent foreign currency benefit,” Ritch Wood, CEO,

said in announcing the results. “Our revenue growth was driven by an 11 percent increase in customers and a 16 percent improvement in the number of sales leaders. We are encouraged by the early execution of our growth strategy centered on engaging platforms, enabling products and empowering programs.”

“We generated 24 percent year-over-year revenue growth and strong earnings performance in the quarter,” said Mark Lawrence, chief financial officer. “As previously disclosed, we incurred a charge associated with the early conversion of our convertible note, which was not included in our original guidance and negatively impacted first-quarter earnings by 12 cents per share. In addition, due to purchase accounting, we incurred a (3-cents-per-share) charge related to the amortization

of intangibles from our recent acquisitions.”

People’s Utah Bancorp

People’s Utah Bancorp, based in American Fork, reported net income of \$9 million, or 48 cents per share, for the first quarter. That compares with \$6.5 million, or 36 cents per share, for the same quarter a year earlier.

Net interest income grew \$8.2 million to \$26 million at the end of the most recent quarter, compared with \$17.8 million in the year-earlier quarter. Non-interest income was \$4.3 million for the most recent quarter, up from \$4.1 million in the year-earlier quarter. Deposits totaled \$1.81 billion at the end of the quarter, up 23 percent from \$1.47 billion a year

see EARNINGS page 11



RAYCOM

Digital Services

DIGITAL SERVICES

These days, converting online visitors into paying customers takes more than a web presence. It’s getting Google to rank you above your competitors. Below are three key services we offer to get you noticed on the web:

- **Inbound Marketing**
 We don’t just drive more visitors to your site, but visitors ready to do business with you.
- **Digital Reputation**
 Our exclusive software helps you quickly respond to any negative comments about your business, and at the same time, build more positive customer feedback.
- **Local Marketing**
 Our **Online Marketing Guide** simplifies tapping into the 85% of consumers who conduct “local” online searches.

Content Marketing

Online Reviews

Google My Business

To boost your website’s bottom line, contact us today!

raycomtech.com • 385-232-2464

“Quantifiable results and a proven ROI”

FINANCIAL SPOTLIGHT Sponsored by CENTRAL BANK

How a Local Sweet Shop Used an SBA to Expand

Located a stone's throw from BYU, Pop'nSweets is an exciting place for college students and local residents to spend time together while trying exotic treats from all over the world. Owners Chris and Samantha Wilms were enrolled at BYU when they had the original idea to open Pop'nSweets. The Wilms noticed the lack of late night places to spend time in Provo and began to brainstorm ideas about activities that they would enjoy doing in the late evening. To this end, Pop'nSweets opened its doors in September 2013.

Pop'nSweets stays true to its name by exclusively serving soda and candy. The shop carries over 700 candies and chocolates from around the world, 500 different types of glass soda bottles, 14 sodas on tap, and a variety of ice-cream flavors to float inside the soda or the hot chocolate of your choice.

When you step foot inside Pop'nSweets, you can't help but feel like a kid in a candy store—regardless of your age. The walls of the store are lined with shelves of glass soda bottles in all shapes, colors and sizes. Candy and chocolates are neatly laid out on display tables in the middle of the store. The store has a retro feel

with a fun, old fashioned soda bar where you can sit and enjoy the atmosphere. Customers can create their own unique flavored floats or choose from the list of combinations designed and tested by the owners. With so many options to choose from, customers can return again and again to experience a new flavor each time.



While Pop'nSweets currently has the largest local selection of soda and candy, that was not always the case for this small business. When the store first opened, it was only able to offer a limited selection of products.

"I had some money saved up and we just started with the very barest bones of the store. We didn't even have shelves to put soda on. We just stacked them on the floor. We had a limited budget and we figured if people liked it we would put more money into it," said Chris Wilms.

Shortly after opening, customers began to recommend their favorite types of soda and candy from all over the world. Pop'nSweets was able to add many of these suggested items to their inventory, which helped increase the number of products to its current size.

With the budding success of Pop'nSweets, the owners were

interested in expanding their business to other locations within Utah. They originally financed their Provo location through personal saved funds, but as they considered expansion, they opted to look into business loans. With the help of an SBA loan from Central Bank, the Wilms were able to bring their business to additional locations.

Pop'nSweets has successfully opened four locations in Utah including Provo, American Fork, Sandy and Cedar City. Pop'nSweets also ventured into the world of

ecommerce, allowing customers to purchase any soda bottles they desire online and have it shipped right to their door.

Chris Wilms' greatest advice for other small business owners is simple, but critical for those who wish to stay in business.

"Make sure to calculate your daily cost—how much money you need to make every day to cover expenses. When we first started, we knew we had to make a certain amount each day if we were working every hour to cover our costs. We began to exceed our goal and it was really cool to see the business grow and become what it is now."

It's no secret that owning a small business can be challenging, but if done right, it can yield sweet rewards—especially at Pop'nSweets.

If you are interested in starting a small business of your own, reach out to Central Bank, a Preferred SBA Lender, and its SBA Loan experts, Deborah Lamb, dlamb@cbutah.com, 801-655-2152 or Grant Barber, gbarber@cbutah.com, 801-655-2127 to help you determine if an SBA loan is the right move for your business.

Get your small business on!

cb
CENTRAL
BANK



FDIC SBA LENDER

Calendar

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

May 14-15

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

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

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

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

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

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

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

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun

Center, 525 Deseret Drive, Kaysville. Free. Details are at davischamberofcommerce.com.

May 15, 6-9 p.m.

"Outdoor Retailer is Gone: Who Will Fill the Void?" a Silicon Slopes event with other partners. Activities include a fireside chat at 6:30 p.m., followed by a panel discussion at 7 p.m. Panelists are Brian Sather, Blacksmith International; Chase Anderson, Utah State University Outdoor Product Design and Development; Michael Beverly, AceCamp; and Phil Case, Fluid Marketing. Location is Zions Bank Founders Room, 1 S. Main St., 18th floor, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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

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

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

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

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

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

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

Professionals Networking Group, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley

City. No RSVP required. Details are at chamberwest.com.

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

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

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

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

May 16, 5-7 p.m.

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

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

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

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

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

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

"Supervisory Skills: Taking It to the Next Level," an Employers Council event taking place over two consecutive Thursdays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$310. Details are at employerscouncil.org.

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

2018 Annual Meeting: Executive Directors, CEOs and

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

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

"Build a Website Day," a Cottonwood Heights Business Association event. Web and content designer Paula Sageser will help you build a website for your small business. Attendees are asked to acquire a domain name and website hosting before the event and bring their own computer. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Cost is \$20. Details are available by contacting pkinder@ch.utah.gov.

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

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

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

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

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

Chamber Luncheon, a Davis Chamber of Commerce event featuring the Weber State University Richard Richards Institute of Ethics presenting the Ethical Leadership Awards to Jerry Stevenson, Utah state senator and owner of J&J Nursery and Garden Center. Location is WSU-Davis Campus, Ballroom D3, 2750 University Park Blvd., Layton. Cost is \$20 for members, \$25 for guests. Details are at davischamberofcommerce.com.

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

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

event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall, Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. Details are at westjordanchamber.com.

May 17, noon-1:30 p.m.

"Smarter Growth: Aligning Infrastructure, Land Use and Economic Development," presented by Salt Lake Chamber and the Utah Transportation Coalition. Panelists are Carlos Braceras, executive director of UDOT; Cameron Diehl, executive director of the Utah League of Cities and Towns; Theresa Foxley, president and chief executive officer of the Economic Development Corporation of Utah; Chris Gamvroulas, president of Ivory Development; Andrew Gruber, executive director of the Wasatch Front Regional Council; and Utah Rep. Brad Wilson. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600, Salt Lake City. Cost is \$20. Details are at slchamber.com.

May 18

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

May 18, 9:30-11:30 a.m.

Bagels & Business, a Business Incubator at Miller Campus event. Speaker Nicole Toomey Davis, president, CEO and co-founder of Enclavix LLC and co-creator of VentureWrench, will discuss "Elevating Your Elevator Pitch." Location is Salt Lake Community College's Miller Campus, Corporate Partnership Center, Building 5, 9690 S. 300 W., Sandy. Details are available by contacting Jackie Jolly at (801) 957-5284 or jackie.jolly@slcc.edu.

May 19, 9 a.m.-5 p.m.

Big Mountain Data Conference, presented by Utah Geek Events. Location is Newmont University, 143 S. Main St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

CALENDAR

from page 9

May 21

Utah Manufacturers Association Golf Tournament. Event has registration at 7 a.m., followed by 8 a.m. shotgun start. Location is Stonebridge Golf Course, 4415 W. Links Drive, West Valley City. Cost is \$130 for single golfer, \$500 for four-some. Sponsorships are available. Details are at <https://umaweb.org/event/golf-may-21st/>.

May 21, 9-10:30 a.m.

Benefit LLCs and Benefit Corporations Panel, a Women's Business Center event. This month, the state of Utah will become the fourth state to allow people to register their business as a Benefit Limited Liability Company (BLLC). Panelists are Bill Clark of Drinker Biddle, Keven Stratton Jr. of Stratton Law Group, and Brent Andrewsen of Kirton McConkie. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

May 22, 8-11 a.m.

International Law Seminar titled "What Every Business Leader and Lawyer Needs to Know About," a World Trade Center Utah event in partnership with Zions Bank and the Utah State Bar. Speakers are attorneys who will present on various international law topics: Joseph Brubaker, Kirton McConkie; David Rudd, Ballard Spahr;

Rand Bateman, Durham Jones & Pinegar; Geoffrey Mangum, Parsons Behle & Latimer; and Craig Parry, Parr Brown. Location is Zions Bank, Founders Room, 1 St. Main St., No. 1800, Salt Lake City. Cost is \$15. Details are at wtcutah.com.

May 22, 8 a.m.-1 p.m.

30th Annual Employment Law Seminar, presented by Parsons Behle & Latimer. Topics include diversity and inclusion in the workplace, sexual harassment, employee handbooks, ADA issues, workplace dating policies, job descriptions and trade secrets. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$125. Details are at <http://www.parsonsbehle.com/emp-seminar>.

May 22, 9 a.m.-3 p.m.

Valley Visioning Summit, in which the Utah Valley, Payson/Santaquin, Spanish Fork/Salem and Lehi Area chambers of commerce bring together civic and elected officials with business owners and leaders to plan for the valley's future. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Cost is \$50. Details are at thechamber.org.

May 22, 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>.

May 22, 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.

May 22, 11:30 a.m.-1 p.m.

"Women's Health Panel," a Sandy Area Chamber of Commerce Women in Business luncheon. Speaker is Suzanne Harrison, a board-certified anesthesiologist. Location is Intermountain Alta View Hospital, 9660 S. 1300 E., Sandy. Registration can be completed at Eventbrite.com.

May 23, 7:30-9 a.m.

2018 Spring Breakfast, an Envision Utah event featuring a panel discussing Utah's inland port/global trade center. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$60. Details are at <https://spring-breakfast2018.planningpod.com/>.

May 23, 8-9:30 a.m.

Women in Business "Silent Hero" Breakfast, a ChamberWest event in partnership with the Granite School District and eighth-grade classes of Kearns, West Lake STEM and Valley junior high schools. Students participate in a "Silent Hero" essay contest recognizing special people impacting their lives. Location is Granite Education Center, 2500 S. State St., Room D102, Salt Lake City. Cost is \$25 before May 15, \$30 for nonmembers or at the door. Details are at <https://chamberwest.com/events/details/>

women-in-business-silent-hero-breakfast-520.

May 23, 8-9:30 a.m.

Chamber Launch, a Salt Lake Chamber networking event. Location is the chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

May 23, 8-9:30 a.m.

Legal Breakfast Briefing Series: "Protecting Your Company and Your Employees from Cyber Threats," an Employers Council event. Location is Radisson Hotel Salt Lake City Downtown, 215 W., South Temple, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

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

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

May 23, 1:45-8 p.m.

"DisruptHR SLC 3.0," a DisruptHR event with the Utah Technology Council. Top executives and entrepreneurs will network and discuss how to disrupt the human capital space in Utah. Speakers are David Alsop, senior director of human resources at Ultradent Products Inc.; Elisa Garn, CEO of FractalHR; Aubrey Robison, president and co-owner of Spherion; and Kari Plaster, vice president of human resources at Boart Longyear. Location is Loveland Living Planet Aquarium, 12033 Lone Peak Parkway, Draper. Cost is \$45. Details are at www.disruptslc.com/. Registration can be completed at Eventbrite.com.

May 23, 3-5 p.m.

"Pricing Strategies for Small Business," a Women's Business Center event. Location is Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

May 23, 6-8 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 <https://www.sba.gov/tools/events>.

May 24, 11:30 a.m.-1 p.m.

Multi-Chamber Luncheon, a ChamberWest event including the Southwest Valley, South Jordan, West Jordan, Murray Area and South Salt Lake chambers of

commerce. Speaker is Maj. Gen. Jeff Burton, adjutant general and commander of the 7,300 soldiers and airmen of the Utah National Guard. Location is Jordan Valley Water Conservancy Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$20 for members by May 21, \$30 for nonmembers and late registration. Details are available by calling (801) 977-8755 or emailing chamber@chamber-west.com.

May 24, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Mountain West Hard Cider, 417 N. 400 W., Salt Lake City. Cost is \$7 for early-bird members, \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

May 24, 6-7 p.m.

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

May 24, 6-7 p.m.

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

May 24, 6-7 p.m.

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

May 25, 8 a.m.-6 p.m.

Free Co-Working Friday, an Impact Hub event. Location is Impact Hub, 150 S. State St., Salt Lake City. Details are at <https://hubsaltlake.com/>.

May 30-June 1

2018 Western Pathways Conference, organized and hosted by the Global Pathways Institute at Arizona State University, in partnership with the Utah Governor's Office of Economic Development, Business-Higher Education Forum, Education Commission of the States, and the Colorado Business Roundtable. Conference is focused on an issue central to the future of our economy and society: how to build an education and workforce development system that will prepare all young adults for careers leading to economic independence. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. General registration cost is \$495. Details are at <https://www.westernpathways.com/>.



WASATCH I.T.

Managed I.T. Services

www.WasatchIT.com

(801) 983-3671

EARNINGS

from page 7

earlier. Loans held for investment grew \$536 million to \$1.69 billion year-over-year.

People's Utah Bancorp is the holding company for People's Intermountain Bank, which has 26 locations in three banking divisions, Bank of American Fork, Lewiston State Bank and People's Town & Country Bank; a leasing division, GrowthFunding Equipment Finance; and a mortgage division, People's Intermountain Bank Mortgage.

"2017 was a transformational year for us as we successfully completed the acquisition, conversion and integration of both the Utah branch locations from Banner Bank and Town & Country Bank," Len Williams, president and CEO, said in announcing the results.

"These two transactions expanded our footprint throughout Utah and southern Idaho. With these two transactions behind us, we believe that we can continue to grow our business organically and diversify our loan portfolio. We are excited about our prospects to expand our commercial and industrial lending to small and medium-sized businesses, particularly in the Salt Lake City metro markets."

Merit Medical

Merit Medical Systems Inc., based in South Jordan, reported net income of \$5.3 million, or 10 cents per share, for the quarter ended March 31. That compares with \$14.8 million, or 32 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$203 million, up from \$171.1 million in the year-earlier quarter.

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

"The first quarter of 2018 was an extraordinarily active quarter in all aspects of our business," Fred P. Lampropoulos, chairman and CEO, said in announcing the results. "We closed the BD transaction and initiated order to cash activities in the U.S., Latin America and Canada. The production transition is on schedule. Merit teams of transition specialists activated customer uploads, inventory and logistical transfer and are planning for future production transfers."

Lampropoulos said sales were "robust" in the first quarter.

"The products we acquired from Laurane Medical last year have been transferred for production to our Galway, Ireland, facility and are scheduled to launch in the second quarter," he said. "Be-

cause of restrained capacity, new sales activities had been controlled to meet existing demand. New capacity is now on line, and stock is being prepared for full release."

Utah Medical

Utah Medical Products Inc., based in Salt Lake City, reported net income of \$4 million, or \$1.09 per share, for the first quarter ended March 31. That compares with \$3.5 million, or 95 cents per share, for the same quarter a year earlier.

Sales in the most recent quarter totaled \$109 million, up from \$10.3 million in the year-earlier quarter.

Utah Medical Products develops, manufactures and markets disposable and reusable specialty medical devices.

Flexpoint

Flexpoint Sensor Systems Inc., based in Draper, reported a net loss of \$1 million, or 1 cent per share, for 2017. That compares with a net loss of \$2 million for 2016.

Revenue in 2017 totaled \$340,604, up from \$314,494 in 2016.

Flexpoint develops sensor devices with applications in the consumer electronics, automotive, safety, medical and industrial industries.

"Last year was an important year as we established new customer relationships, developed reseller channels and continued to strengthen existing relationships across a number of strategic market segments," Paul Sexauer, vice president of sales and marketing, said in announcing the results.

"We work with many research universities globally and, most notably, established two major research relationships with universities that are leaders in our consumer electronics industry space. We expect a significant jump in revenue during the second half of 2018 and should close the year above \$1 million in revenue, with the possibility of substantially more."

Instructure

Instructure Inc., based in Salt Lake City, reported a net loss of \$11.9 million, or 37 cents per share, for the first quarter ended March 31. That compares with a loss of \$11.6 million, or 40 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$48 million, up from \$34.5 million in the year-earlier quarter.

Instructure is a software-as-a-service (SaaS) technology company.

"We had a strong start to the year as we delivered 39 percent year-over-year revenue growth and continued substantial improvements to our operating margin," Josh Coates, CEO, said in announcing the results. "During the quarter, we expanded our custom-

er base across our products, experiencing solid traction with both new customers and cross-selling to existing customers."

Varex Imaging

Varex Imaging Corp., based in Salt Lake City, reported net income of \$12 million, or 32 cents per share, for the fiscal second quarter ended March 30. That compares with \$15 million, or 40 cents per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$201 million, up from \$155 million in the prior-year quarter.

Varex Imaging designs and manufactures X-ray imaging

components, which include X-ray tubes, digital detectors and other image processing solutions. Varex employs approximately 2,000 people at manufacturing and service center sites in North America, Europe and Asia.

"We had a strong quarter led by higher sales of our products for the CT, oncology and industrial markets," Sunny Sanyal, CEO, said in announcing the results. "Our revenues increased significantly from the same quarter a year ago and, for comparative purposes, were up 5 percent year-over-year if revenues from the acquired imaging business had been included in the prior-year quarter. Revenues from dental 3D imaging digital de-

tectors returned to historical levels in the second quarter."

Overstock.com

Overstock.com Inc., based in Salt Lake City, reported a net loss attributable to stockholders of \$50.9 million, or \$1.74 per share, for the quarter ended March 31. That compares with a loss of \$5.9 million, or 23 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$445 million, up from \$432.4 million in the year-earlier quarter.

Overstock.com is an online retailer and advancer of blockchain technology.

Create business recovery plan to avoid becoming a statistic

One of this region's most expensive disasters unfolded the night of Sept. 9, 2013, when over 10 inches of rain fell in a 24-hour period, devastating Boulder, Colorado, and several other communities with flash floods and inflicting damage on nearly 20,000 homes and hundreds of small businesses. Unfortunately, our region is prone to a variety of natural disasters, such as flooding in North Dakota, tornadoes in South Dakota and the 2017 Montana wildfires that scorched more than 1.3 million acres of land.

History has shown that 25 percent of businesses that close because of a disaster never reopen. Following hurricanes Harvey and Maria, hundreds of small businesses in Texas and Puerto Rico closed their doors for good and, in turn, caused tremendous financial hardship on their owners. Small businesses are especially at peril because few have the resources to assess their risks and develop recovery plans for the future.

As part of its mission to help small businesses recover after a disaster, the U.S. Small Business Administration has developed the following simple tips when thinking about developing a disaster recovery plan:

1. Evaluate your exposure. Know your region and the types of disasters most likely to impact your business. Consider your facility's proximity to flood plains, wildfire areas, rivers and streams, dams, nuclear power plants and other hazards.

2. Review your insurance coverage. Now is the time to consult your insurance agent to determine whether your coverage is sufficient. Make sure you understand what's covered by your policy and determine if you need flood insurance. Remember, many general policies do not cover flood damage. Check into business interruption insurance, which helps you cover operating expenses if you're forced to temporarily close. Calculate the cost of business interruptions for a day, week, month or more. To the extent possible, set aside a cash reserve that will allow your company to function during the recovery phase.

3. Review and prepare your supply chain. Develop professional relationships with alternate vendors, in case your primary supplier isn't available. Place occasional orders with them so they'll regard you as an active customer.

Create a contact list for important business contractors and vendors you plan to use in an emergency. Keep this list with other documents in an easily accessible place and also at a protected off-site location.



MARLA TROLLAN

4. Create a crisis communications plan. Try to make sure your staff, customers, vendors, contractors — everyone you do business with — knows what's going on in the aftermath of a disaster. Establish an email alert system, keeping primary and secondary email addresses for your employees, vendors and customers. Provide real-time updates to your customers/clients and the community so they know you're still in business and

in the process of rebuilding after the disaster. Don't forget to test your plan beforehand.

5. Who will run your business after a disaster strikes? Let your employees know the emergency chain of command. Maintain a clear leave and sick-day policy during disasters. Have a backup payroll service should your office be destroyed.

6. Create and implement a business continuity plan. This plan will help keep your business operating as it responds and recovers from a disaster or emergency situation. This plan should: indicate when it will be activated, identify essential business functions and staff to carry out these functions, determine which employees will be considered non-essential vs. essential and identify records and documents that must be safe and readily accessible to perform key functions.

The SBA's disaster program is the agency's largest and only direct loan program. Under it, the SBA offers two types of disaster loans — physical and economic injury — to assist those affected re-establish with access to low-interest and fixed-rate capital during a difficult time. This information is critical to remember if you hope to reopen your business in a timely manner.

Developing an effective and workable disaster recovery plan is critical for all small-business owners. For more information on disaster planning, go to www.sba.gov/disaster.

Marla Trollan serves as the Small Business Administration's Utah District director based in Salt Lake City and oversees the agency's programs and services in the state.

Opinion

Cronyism continues — but maybe Trump will still seek RFS reform

While then-candidate Donald Trump did participate in the usual campaign ritual of bending knee to Iowa farmers with a promise to protect the renewable fuel standard, there was reason to hope his pledge to drain the swamp would extend to ending or reforming the beleaguered mandate that requires most gasoline to be blended with ethanol. After all, the once seemingly unstoppable political clout of Iowa's agricultural interests was notably weakened when Ted Cruz defied convention by openly opposing the renewable fuel standard and won the Republican Iowa caucuses anyway.

Perhaps Hawkeye State voters are no longer as into cronyism as the cronies and their representatives, which fuels hope that Trump may yet push for RFS reform.

Congress created the requirement to blend plant-based ethanol into the nation's fuel supply supposedly out of concern for greenhouse gas emissions, as well as out of a fear that consumers would become increasingly reliant on foreign fuels just as global oil prices seemed to be skyrocketing.

It was wrong on both counts. The Government Accountability Office consistently projects that the RFS won't meet its

goal to reduce greenhouse gas emissions. In stark contrast, a 2016 University of Minnesota study finds that an unintended consequence of the biofuel mandate is that it actually increases net greenhouse gas emissions.

As the authors explain, the RFS creates a "market rebound effect" whereby the mandated expansion of biofuel production increases the overall fuel supply. This in turn lowers fuel prices, which encourages greater consumption. The lower emissions from biofuel use, based on Environmental Protection Agency figures, aren't enough to offset the overall increase in fuel consumption. And this analysis doesn't even get into the debate over the full life-cycle impact of ethanol production.

Likewise, seeing as politicians hold no special insight into future market developments, it should come as little surprise that their worries about dependence on foreign oil were negated by the U.S. shale oil and fracking boom and the subsequent drop in global oil prices.

But mere failure to accomplish legislative goals isn't why the RFS is under scrutiny today. Most government programs share that inglorious distinction. What has

the RFS under the microscope is its destructive impact on independent oil refineries.

Many refineries can't economically meet the increasingly burdensome RFS mandate. As the requirements continue to expand well beyond both the capabilities of existing vehicles and the consumption habits of drivers, the strains on the sector will only get worse.

The program does allow refineries that can't produce their own biofuel to purchase credits, known as renewable identification numbers, from those who can meet the targets. This escape valve worked modestly well for a time, but the price of RINs has exploded, and many refineries can no longer afford them, either. When the largest East Coast refinery, Philadelphia Energy Solutions, filed for bankruptcy protection earlier this year, it cited the "soaring costs" of the renewable fuel credits as a primary reason.

President Trump, for his part, appears to be wobbling on the issue. He indicated a willingness to confront RFS cronyism and was presented a slate of options by EPA chief Scott Pruitt but is reportedly backing off after facing pressure from the corn lobby.

One proposed solution involves capping the price of RINs. That could provide immediate relief to refineries currently being squeezed. However, it

wouldn't address the fundamental faults in the program and would need to be followed up with serious legislative reforms.

In a similar vein, the EPA under Pruitt is increasing its granting of waivers from the mandate to refineries for "disproportionate economic hardship." Though beneficial for the refineries that receive them, waivers are a short-term Band-Aid at best and risk empowering the government to pick winners and losers.

The RFS program has failed to achieve its stated policy objectives of improving the environment and promoting energy independence. Rather, it primarily exists today as a handout for corn farmers. This is made clear by the fact that reform proposals are evaluated primarily by their impact on farmers and that the most strident defenders of the status quo in Congress come from agricultural states. A president who is serious about draining the swamp wouldn't succumb to their demands but would instead push for the permanent reforms needed to reverse an ill-conceived market intervention.

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



VERONIQUE de RUGY

COPYRIGHT 2018: CREATORS.COM

Trump is manufacturing an immigration crisis with migrant 'caravan'

Donald Trump has claimed that the group of migrants that recently made its way from Central America to the United States symbolizes out-of-control immigration, lawlessness and violence besetting the country. "Getting more dangerous. 'Caravans' coming," he tweeted last month. Then he added: "The migrant 'caravan' that is openly defying our border shows how weak & ineffective U.S. immigration laws are."

The facts suggest the opposite. In 2017, according to a U.S. Customs and Border Protection report, illegal cross-border migration was at its lowest level on record.

Trump, of course, claims that this drop is the result of his policies. Consider this boast from a State of the Union address, that the administration had put "more boots on the Southern border than at any time in our history" and had cut "illegal crossings to their lowest levels in 40 years." The problem with crediting Trump, however, is that this was the State of the Union delivered in February 2013 — and that the president making the speech was Barack Obama.

The decline in illegal immigration has been a two-decade-long trend. Over that time, the number of Border Patrol apprehensions along the Southwest border has dropped by around 80 percent, from 1.6 million in 2000 to 300,000 in 2017.

As for Mexican migration, even before Trump's rise, more Mexicans were leaving the United States than entering. According to a Pew Research Center study, from 2009 to 2014, 1 million Mexicans and their families (including children born in Ameri-

ca) went back to their home country, while 870,000 arrived here.

As for that caravan, the more than 1,100 migrants from Central America fleeing poverty, gang violence and repression banded together for safety. They are a peaceful group of mostly women and children. Many will probably end up living in Mexico. A small number, about 200, are expected to apply for asylum in the United States and past admission rates suggest that only a quarter will be accepted. That is the reality of the supposedly menacing caravan that Trump conjures up.

And yet, Trump is unrelenting in his attacks on these destitute, defenseless people. He demonizes them, describing them as threats to America, symbols of the lawlessness and violence that supposedly pervade the country. (In fact, violent crime in America is down by 66 percent since the early 1990s.)

Why is he doing this? The most likely answer is that he is searching for a strategy for the upcoming midterm elections, which are looking grim for Republicans, who have little to talk about. There is no trillion-dollar infrastructure program. The new tax law is unpopular, seen as largely a giveaway to corporations and the rich. It has not boosted economic growth as promised. Healthcare is now even more complex, given the partial repeal of Obamacare.

And then there is Trump's own approval ratings, lower than any president's in modern history at this point in his term except Jimmy Carter's. Oh, and add to that

the cloud of the Robert Mueller investigation. What is the way out for the Republicans?

Focus on the cultural anxieties of the American public. Nothing embodies these anxieties as much as immigration. It has become a simple catch-all for the swirling mass of fears, particularly among non-college-educated whites, Trump's core base. Trump has often noted how crucial the border wall is to his base, declaring that "the thing they want more than anything is the wall." Indeed, a recent poll indicated that 81 percent of Republicans want the wall to be built.

In a midterm, in which it is crucial

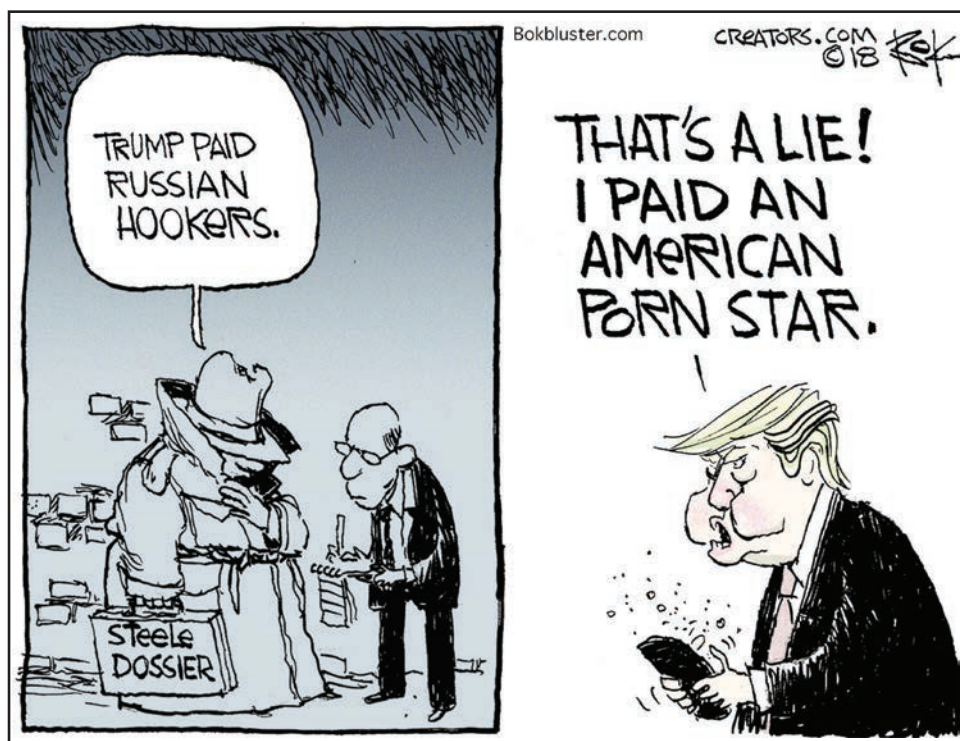
to bring out your most ardent supporters, nothing will work as well as immigration. (Though do not be surprised if Trump also picks a few fights with black athletes or victims of police violence in the coming months.)

A new study published by the National Academy of Sciences finds that Trump voters in the 2016 election were motivated less by economic anxiety and more by status anxiety — fears of waning power and status in a changing country. And an earlier PRRI analysis had come to a similar con-

see ZAKARIA next page



FAREED ZAKARIA



Opinion

My ideas for a winning strategy for the 2020 Democratic presidential race

For eons, the Democrats have been known as the tax-and-spend guys — and rightfully so. To guarantee that they elect a Democrat president in 2020, they should put through meaningful tax cuts for the middle class.

I asked my Democrat friends at the Saturday morning “Breakfast Club” if this was a good idea and, of course, they said no. If, heaven willing, Democrats were able to come up with some meaningful tax cuts for the middle-class, I would vote Democratic.

So, how should the Democratic tax-cutting legislation be crafted? First, scrap the present-day 74,648-page federal tax code. Then, send a postcard to each potential taxpayer and ask them to pay whatever they feel is appropriate, given their personal economic situation. I’ll bet “dollars to doughnuts” that this will increase the federal government’s revenue.

“Redux” is an interesting word and a word that present-day Democrats should take it to heart. “Redux” means to go back in time and this is exactly what present-day Democratic strategists should do. Jack Kennedy convinced his sitting 1964 legislature

to cut taxes big time and decades of prosperity were the result. The only hiccup was in 1979-1980 after Kennedy had been assassinated and Reagan had not been elected.

I ran our family small business for 40 years and I was responsible not only for profitability, but also the wage level of all our small-business employees. And here, in retrospect, I should have figured out a better way to pay them.



ROBERT PEMBROKE

Only 40 percent of our employees were paid based on what they contributed to the bottom line. The balance of our employees were paid a salary based on what was the prevailing rate of

businesses similar in size to ours. If I were to receive a meaningful tax cut for the business, it would go to the employees first and then investment in the company’s future.

Recently, both of my daughters made suggestions for topics for my column. One said I should write about income inequality and the other said I should write about diversity. Notice the common thread. Women are still being treated unfairly in the job market.

As stated above, I should have figured out a better way to pay my employees, the

way a fellow 3M dealer from Fresno did (Incidentally, he was George Lucas’ father). He set up a bonus plan for his employees that did not discriminate. Based on the profitability of his company, their bonuses were split evenly. For example, if the bonus amount was \$100,000 and you had 10 employees, each would get \$10,000. This is a partial solution to income inequality.

When it comes to diversity in the workplace, I have not come up with a solution. Yes, it is a tough problem and needs to be solved. If you have a solution, please email me.

I have opined many times in my column about the high cost of a college education. The University of Utah has 35 employees dedicated to the diversity problem and if you want to see how the department works, you can observe them in Room 204 in the Park Building.

I have also been told that each of the 100 departments in the school has people assigned to solving the diversity problem. Are the equity and diversity problems being solved at the university? They are not, according to people I know who work at the University of Utah, and I don’t think adding more bodies will help.

Would more laws, regulations and executive orders on diversity be a winning strategy for the Democrats? I don’t think so. But meaningful tax cuts for the middle class would.

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

ZAKARIA from previous page

clusion, highlighting “fears about cultural displacement” as the key to understanding the motivation of white, working-class Trump voters.

Donald Trump may not read academic studies, but he clearly understands in his gut what stirs his base. And he is determined to inflame these fears regardless of the facts or the effect this will have on the country.

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

(c) 2018, Washington Post Writers Group

MEIER'S CATERING MENU

BAR-B-QUE CHICKEN & RIB MENU

- | | |
|--|---|
| Bar-B-Que Chicken
<i>Smothered in our special bar-b-que sauce</i> | Country Style Spare Ribs |
| Fresh Cut Fruit | Baked Chuckwagon Beans |
| Pasta Shrimp Salad | Meier's Homemade Potato Salad |
| Utah Corn on the Cob
<i>(seasonal)</i>
<i>Cooked on site</i> | Glazed Orange Rolls |
| Ice Cold Lemonade | Brownie Sundae
<i>Brownie, vanilla ice cream, covered with deep rich chocolate sauce</i> |
| Bar-B-Que Boneless | |



Complete Catering
Service for 40-10,000
Western Chuckwagon Bar-B-Ques
Company Picnics • Family Reunions
Business Luncheons • Weddings
Open Houses • Dutch Oven Cookouts
801-278-4653 or 1-800-431-4655
www.meierscatering.com
Est. 1990

- | | | |
|---|---|---|
| Bar-B-Que Beef
<i>Shredded bar-b-que beef on a bun</i> | Pulled Pork | Hamburger/Grilled Chicken
<i>Meier's own quarter pound</i> |
| Dutch Oven Bar-B-Que | Hamburger/Hot Dog | <i>Hamburger w/all the condiments</i> |
| Chicken/Ribs
<i>Potatoes Au Gratin</i> | <i>Meier's own quarter pound</i> | <i>Marinated Chicken Breasts</i> |
| <i>Peach Cobbler</i> | <i>Jumbo all Beef Franks</i> | <i>Grilled on site</i> |
| <i>Cooked in Dutch Ovens</i> | Tri Tip Roast/Marinated | Chuckwagon-K-Bobs |
| Flat Iron Steaks
<i>10 oz. USDA Choice</i> | <i>Grilled Chicken Breast</i> | <i>Beef & Chicken-K-Bobs</i> |
| <i>Top Sirloin Steak</i> | <i>Grilled on site</i> | <i>w/fresh vegetables</i> |
| <i>Baked Idaho Potato</i> | Pork Back Ribs | <i>Grilled on site</i> |
| <i>Grilled on site</i> | <i>Smoked with Applewood</i> | Boneless Ribeye Steak |
| | <i>Marinated Grilled Chicken Breast</i> | <i>10 oz. USDA Choice Boneless</i> |
| | | <i>Boneless Ribeye Steak</i> |
| | | <i>Baked Idaho Potato</i> |
| | | <i>Grilled on site</i> |



Call for complete menus and pricing: 801-278-4653
or email Rob at info@meierscatering.com

Revolutionizing Real Estate

No matter what you are looking for, I can help you find it!

Why Brandon Wixom?

- One-stop-shop access to ALL agent listings on one convenient website.
- Online access to large photos, home tours and maps including Google® Street View.
- Real-time notification of new listings and price changes.
- Prompt service and support to help you find that "just right" property.

Start your search today at:
www.SoldByWixom.com



Brandon Wixom
Licensed Commercial & Residential Broker
801.864.2626 • bwixom@gmail.com

equity

FEATURED LISTING



For Sale / JV, Incredible Investment Opportunity!!!
Industrial Condos in excellent location. Close to Traxx station and 3 minutes to freeway, 1.4 acres, Zoned Light Industrial.
67 East 8000 South, Midvale, UT 84047

CALENDAR

from page 10

May 30, 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 1, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker Craig Burnett, Murray City police chief, will discuss "Crime Prevention in Murray City." Location is Mimi's Café, 5223 S. State St., Murray. Free, and open to the public (no cost unless ordering from the menu).

June 1, 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 <http://bit.ly/2ATHGAU>.

June 1, 8-10 a.m.

Friday Forum, a Utah Valley Chamber event. Location is Zions Bank Building, eighth floor, 180 N. University Ave., Provo. Details are at thechamber.org.

June 1, 8:30-11:30 a.m.

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

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

Utah Podcast Summit 2018,

designed to teach how to create and broadcast a first podcast or take an existing podcast to the next level. Workshop will feature basic and advanced tracks. Topics include "How to Get Started," "Learn to Engage Your Audience" and "How to Make Money." Location is Salt Lake Community College, Larry H. Miller Campus, Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Cost is \$60 in advance, \$75 at the door. Registration can be completed at <https://spedregistration.com/events/podcast-summit-2018>.

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 Efstratis 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. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. 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.

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.

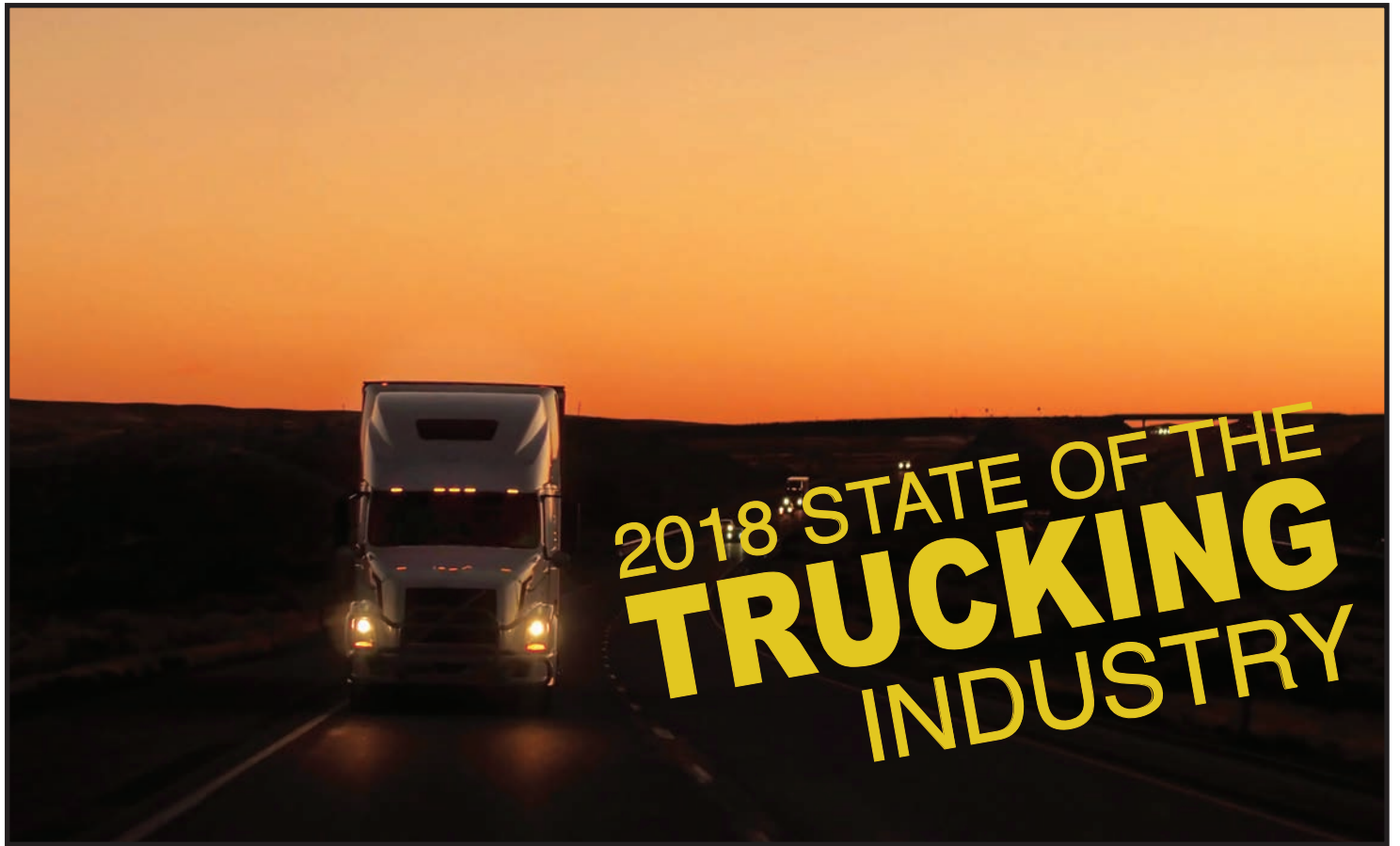
INSIDE

Trucking/Transportation Lists:

Trucking Companies
page 20

Logistics Companies
page 22

Issue Sponsor:



High freight volume and strong rates signal good year ahead

We are well into 2018 now and starting to see a more-clear picture of the state of trucking. I talk with small and large carriers every day and listen to some of the experts in trucking. This article will explore some of the top issues that have the trucking industry's focus, based upon the conversations I am having.

First, let's set the stage as to where trucking is currently, based on historical numbers of freight volume and rates.

Freight volume continues at all-time highs. The Freight Transportation Services Index (see the chart on this page), published by the Bureau of Transportation Statistics, measures the amount

strong as well. The Cass Information Systems Shipper Expenditure Index has been up each month since last summer (see the chart on this page). Cass handles over \$25 billion in billing and payments for various shippers around the country and tracks those payments.

The good rates should continue through the next year. Experts say that they will continue to increase 8



ERIC MYERS

of freight carried by for-hire carriers each month.

Any number over 115 on the index is considered "good" and anything over 121 is considered "excellent." It has been more than a year since the index went below 121. Freight volume has been strong for the past several years. The experts whom I read say that volume should remain steady for the next several months with up to 4 percent growth.

Rates have stayed

percent to 12 percent through 2018 based on the following reasons:

- Fuel prices will continue to edge up slightly, giving truckers a larger fuel surcharge, which they add to their rates.

- Capacity is not currently meeting demand. As a commoditized industry, trucking sees supply and demand as having the biggest impact on rates. In many markets right now, there are not enough trucks to handle the freight that needs to be moved.

- Electronic log devices (ELDs) are causing drivers to be more con-

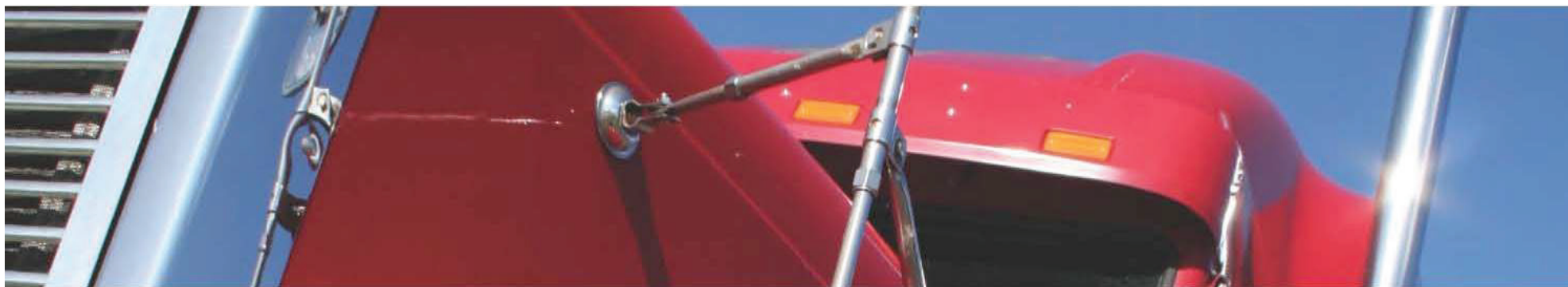
Freight Transportation Services Index		Cass Shipper Expenditure Index	
Feb. 2017	122.3	Feb. 2017	2.383
Mar. 2017	121.3	Mar. 2017	2.355
Apr. 2017	121.2	Apr. 2017	2.429
May 2017	124.0	May 2017	2.451
June 2017	123.9	June 2017	2.497
July 2017	126.1	July 2017	2.460
Aug. 2017	126.2	Aug. 2017	2.499
Sept. 2017	125.8	Sept. 2017	2.507
Oct. 2017	127.5	Oct. 2017	2.606
Nov. 2017	127.9	Nov. 2017	2.629
Dec. 2017	130.1	Dec. 2017	2.638
Jan. 2018	127.6	Jan. 2018	2.590
Feb. 2018	127.5	Feb. 2018	2.724



Utah's *Voice in* TRUCKING

The Mission:

The Utah Trucking Association is committed to providing the leadership, representation and education necessary to support its members in fulfilling their mission in the secure movement of America's freight. Providing well-trained and safe drivers, running profitable companies, and being responsible citizens in the communities of Utah and the Nation.



Valued Services with Membership:

Discounts on UTA Hosted Seminars:

- Drug/Alcohol Supervisor Training
- DOT Compliance
- Log Book Training
- HazMat
- Brake Certification
- Quickbooks
- 401k Advisory
- Health Insurance Advisory

Discounts on Supplies/Forms:

- Log Books
- Vehicle Inspection Reports
- Federal Regulations Manuals
- Placards
- Medical Forms
- Emergency Response Guidebooks

Industry Publications and Website:

- Weekly Newsletter- "Truckin' Hot News"
- Bi-monthly magazine- "Utah's Voice in Trucking"

Advocating for the Utah trucking industry:

- Utah State Legislature
- Governor's Office
- Federal Congress and Senate bodies

Discounts on Services:

- Discount on Workman's Compensation premiums
- Association Employer Sponsored 401k Plan
- J.J.Keller Regulatory and Compliance Products
- Discounts on UPS Shipping
- Discount on Xilac Phone Systems
- Discount on NetWize, Hardware and Software Support

Events:

- Annual Management Conference & Expo
- Safety Awards Banquet
- Driver Awards Banquet
- Safety Management Council Meeting
- Trucking Driving Championship
- Monthly meetings in Southern, Northern and Basin Utah

www.utahtrucking.com

<https://www.facebook.com/utahtrucking>

<https://twitter.com/UtahTrucking>

We post almost daily to our Facebook and Twitter feed information we know will be useful to our members. We have over 500 members and we are growing every day.





BEYOND FA&P:

How three shippers saved millions in freight costs

No matter what industry you're in, you know that cost pressures are never far behind. Your customers demand faster deliveries at lower prices, carriers raise their rates every year and the price of oil remains volatile.

Indeed, shippers from around the world report total logistics expenditures as a percentage of sales revenues have increased to 11 percent in 2017, up from 10 percent the previous year. And this trend looks set to continue in 2018 and beyond.

If you're to prevent further impact on your profitability, then you'll need to act now.

Notably, leading shippers are already looking beyond freight audit and payment (FA&P) for opportunities. They're digging deep into their data warehouses, applying state-of-the-art analytical tactics and tapping freight shipping experts to unearth valuable business insights.

Here's how:

Use advanced dashboards. Having critical data at your fingertips can let you spot opportunities and problems early. For example, if you've just negotiated a new contract with lower rates but see that your costs are going up, you could drill down and uncover the cause. A dashboard could also help track usage trends to ensure carrier compliance and keep spending and

accessorial costs in check.

Apply advanced analytics. Using an analytics tool or a professional analytics provider can help uncover opportunities to reduce costs and improve efficiency from your freight payment data. These include optimizing modes and services, answering "what if" questions, enforcing carrier compliance, and identifying consolidation opportunities.



HAROLD
FRIEDMAN

Run market assessments. Market assessments let you benchmark your carrier contract rates and accessorial rates against the industry standard and your competitors. For example, you might find that general rate increases are eating your margins and that short payment terms are hurting your cash flow. This would then guide you towards your next step, whether it's a carrier renegotiation or a request for proposal (RFP).

Establish RFP management. An RFP can be a highly time-consuming and complex process with significant consequences. For example, too many organizations run a single-round RFP, selecting the lowest bid with acceptable service levels. But this often results in a lot of money left on the table and unfavorable contract terms. This is why we use a rigorous, six-step RFP process that covers everything from impact modeling to carrier nomination to contract development.

By applying those four tactics to boost visibility, assess operations and create better contracts, you too can realize significant savings and benefits beyond what's possible with FA&P.

Are you leaving money on the table?

Best-in-class shippers have the right systems and processes to monitor and optimize their logistics operations. Try the following questions to see how you measure up:

1. Do you have easy access to your payment and shipping data? It's more than just about paying your carrier on time. The more data you have, the easier it will be to spot trends, stem waste and negotiate lower rates.

2. Do you have a process for negotiating with carriers? Simply picking the lowest bid after the first round of responses won't save you much. Also, without a contract, you can't count on the low rates you were promised.

3. Have you or a third party ever performed a benchmark analysis? Not securing a cap on a general rate increase and more favorable payment terms (e.g., 90 days vs. 15 days) could hurt you — a lot. That's on top of paying an above-market rate for transport.

4. Do you perform regular analyses to determine if optimal modes, carriers and service levels are used? Even the best rates won't matter much if you're not measuring compliance and making sure you're not wasting money shipping by air when an LTL carrier would do.

5. Do you analyze your freight payment data to look for potential consolidation opportunities? If you're not on the lookout for opportunities to improve utilization, you can bet your competitors are.

If you answered "no" to any of the above questions, you might be leaving money on the table.

Case Study No. 1: Financial services provider saves 33 percent with smart RFP management.

The client ended up saving \$2 million annually while a good business relationship remained intact.

An RFP can be an intimidating step to take for clients who have a long-standing partnership with their incumbent carrier. However, it can also be an illuminating one. Bringing other carriers into a bidding war can expose competitive freight rates you didn't even know were possible.

A client had been dealing with their incumbent parcel carrier for years, but their requirements were changing. They were producing a much lower freight volume than they did when they first signed with the carrier, and their contract was due to expire. They were afraid of losing the good rates and the partnership they'd enjoyed with the carrier for so long.

After a market assessment, it be-

INDUSTRY

from page 15

servative with their work days so that they do not run out of drivable hours in a location that will cause them problems. This effectively takes capacity out of the marketplace when drivers shorten the miles-per-day they drive.

• Equipment sales are up. Fleet owners are modernizing their equipment to take advantage of efficiencies or comply with electronic logging. While not directly related to rates, similar to driver pay increases, increased equipment costs will trickle down to rates. Carriers will take those rate increases when they can. And they can in a tight capacity market as it is now.

What are trucking companies thinking about?

Driver shortage has been a top issue for the industry ever since I have been in trucking and even earlier, based on what I have read. It is back to the top of the list for concerns of trucking company owners, based on surveys as well as anecdotal conversations. The American Transportation Research Institute (www.atri-online.org) annually publishes the “Critical Issues in

Transportation.” Among all respondents, the driver shortage issue surged six spots to top 2017’s list of industry concerns, surpassing the ELD mandate, which fell to second position, and the hours of service rules, which moved down to the No. 3 issue.

The driver shortage impacts other areas as well. Like many industries with labor shortages, trucking is throwing money at the problem. Driver pay is increasing to retain and attract drivers. That does help, but we are seeing some of the leaders in trucking attack the issue other ways as well. Some carriers are moving from pay-per-mile to hourly pay to more equitably compensate the driver who has less and less control over how many miles he or she can drive during their regulated hours of service. This is a tough trend to change since most carrier contracts with shippers are based on mileage from origin to destination. Carriers with good relationships with their customers are starting to convince the shippers that the change is needed to properly compensate labor.

We are also seeing length-of-haul decreases. This is happening for several reasons. Electronic logs have created higher compliance with hours of service and shortened length a carrier

can drive. Increased congestion on the roads has shortened miles that can be driven. The driver pool is changing. More and more drivers want to spend more time at home than the generations before them who did not have a problem being on the road for weeks at a time. And e-commerce is skewing the numbers slightly with more and more “last mile” deliveries being reported in the length of haul.

And e-commerce is changing logistics. Bric-and-mortar retailers are falling by the wayside and e-commerce is expected to go from 15 percent of retail to 30 percent-plus in the next several years. That simply shifts the amount of freight that is now going to the retailer to the consumer’s home. Amazon, one of the largest e-commerce players, is making significant investment in its transportation infrastructure.

Finally, we are seeing consolidation in the trucking industry pick up speed. Big trucking companies and private equity funds are scooping up smaller trucking companies. In 2017, there were more than 45 publicly announced logistics deals within the U.S., according to Thomson Reuters data, topping the 38 deals announced in 2016. Executives at larger trucking companies and private equity firms

have said they are aggressively hunting for deals.

I work with mostly family-owned trucking firms, many of which launched after industry deregulation in 1980. These founders have hit — or are approaching — retirement age with children pursuing different careers. For many, their options are sell out or shut down.

Outlook

I believe there is a lot of money to be made in trucking in the next several months and years. For those who have the capital to pay quality drivers and acquire good equipment, there will be money to be made by taking advantage of rising rates.

Trucking is still an industry with a relatively low barrier to entry, but I see that barrier getting slightly higher. There are fewer and fewer unsophisticated trucking operators out there. Companies who have survived have had to improve their knowledge of technology, finance, equipment and other areas. Those who have improved have seen — and will continue to see — the rewards.

Eric Myers is the managing director of Accutrac Transportation Factoring, headquartered in Park City. Accutrac works with trucking companies of all sizes to provide factoring and working capital.

**DELIVERING
CONFIDENCE
SINCE 1947**

- Family owned
- Superior Service
- Satellite Tracking
- Competitive Pricing

**SmartWay™
Transport Partner
Getting There With Cleaner Air**

Parke Cox Trucking Company, Inc.

4250 South River Road
St. George, Utah 84790
800-242-0886
Fax 435-628-9324
www.coxtrucking.com

Technology's impact on some of trucking's concerns

In October, the American Transportation Research Institute released its "Critical Issues in the Trucking Industry" report. Of the top 10 issues, many had an aspect where technology impacted the problem or played a role in a positive result:

• **Industry Concern No. 4: Truck Parking.**

Truck parking issues have proved to be a topic highlighting increased dangers, costs and frustrations for drivers. This frustration increases with drivers forced to drive beyond their hours-of-service rules to find adequate parking or who may end up parking in unsafe areas. An area to look toward in the future is the growth of technological advancements to develop real-time solutions regarding parking availability. Various states have banded together to create such programs that will eventually provide drivers real-time availability. Should this prove to provide greater efficiency and safety, other states may seek to either become part of the existing network or create their own program to assist the truck parking issues.

• **Industry Concern No. 5: Driver Retention.** Safety and work-life balance have been shown to be some of the issues affecting driver retention rates. Both of these issues can be assisted through various technology improvements or implementations.

Drivers are often required to work long hours away from family. Creating proper guidelines on personal use on mobile devices can help both protect your company and its information, but allow drivers to maintain a closer connection with their families through video calls, gaming, etc., as well as retain some of their favorite down time activities from home, such as Netflix and other activities. It is important to create appropriate rules for what networks or devices are allowed for personal activities and rules to pro-

tect the hardware and virtually accessible information on mobile devices.

Driver efficiency and driver safety are two other areas that can impact



BAHAR
FERGUSON

driver retention. Reducing the amount of required time for various administrative tasks through proper technology availability can assist drivers in maximizing their down time. Ensuring drivers have a secure, functioning device to be able to perform such tasks during idle time

can return the driver to their family or their personal time more quickly after the scheduled route. Driver safety is a significant concern where technology can assist. Cabs with hands-free communication to assist in required call-making can help reduce the chances for distraction while driving.

• **Industry Concern No. 8: Driver**

logical safety and operational efficiency.

With the growing addition of technology in the trucking and transportation industry, the risk of security breaches also increases creating a need for constant training and proactive implementation of your IT infrastructure. Along with regular training and updates on the latest IT hacks and scams, it is important to implement various policies to ensure everyone is aware of expectations regarding technology. The following is a non-exhaustive list of policies that may be useful to implement in your organization to help prevent troubles:

1. Acceptable-use policy (AUP), also known as a fair use policy, is an integral component of a company's monitoring procedure. An AUP is designed by the owner of a network or website governing how the platform

security measures surrounding virus transmission or dissemination.

2. Internet access policy involves the use or restricted use of various websites by an employee. Internet usage should be reviewed as the Internet connects to various assets such as the company server. Further, an Internet access policy can be designed to support the AUP by blocking various sites that are not central to the nature of the employees' position to aid in reducing various time-wasting activities.

3. Email and communications policy shapes the parameters of what is acceptable regarding email and other communications. This policy covers everything from professionalism to protecting the confidentiality of client and company information through such transmissions. This policy should establish any email template requirements, required response times to received communi-

cations, personal email usage and texting guidelines. An email and communications policy serves as a great opportunity to remind employees that despite the ease of email, communicating from a company email may be viewed by the receiver as an expression of intention or fact by the company and caution must be used to ensure the correct message is relayed.

4. Network security policy seeks to protect critical company assets by establishing security controls governing use of these assets. Although there may be a variety



Distraction. Relying on state laws to impose regulations on phone usage while driving is not sufficient. Companies should create policies governing technology usage while in the cab as well as penalties if such policies are violated. Additionally, with the ever-increasing number of onboard technologies, it is important to ensure the balance is maintained between techno-

logical safety and operational efficiency. should and should not be used, explaining various monitoring strategies used to enforce such behaviors and the consequences for policy violations. It is here that a company can define what behaviors are unacceptable, such as excessive use of resources or time-wasting activities, distribution of confidential information, distribution of indecent or offensive data, and other

of classes in an organization requiring different levels of access to the network, the guidelines in a network security policy are generally applied consistently across an organization. A network security policy should address the level of access allowed, what

TRUCKING COMPANIES

Ranked by Number Of Power Units 2017



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	No. Power Units 2017	Gross Utah Sales 2017	Number of Flatbeds	Number of Refrigerated Vans	Number of Tank Trailers	Number of Dry Vans	Full-Load Carrier?	Less-Than- Truckload Carrier?	2017 Miles	Number of Utah Employees	President/CEO
1	New Prime Inc. 3720 W. 800 S. SLC, UT 84104	417-866-0001 primeinc.com	5,927	\$1.8B	1,273	9,612	486	0	Y	N	912M	1,694	Robert Low
2	C.R. England Inc. 4701 W. 2100 S. SLC, UT 84120	800-453-8826 crengland.com	4,215	\$1.4B	75	6,930	0	1,100	Y	Y	555M	1,500	Dan England Chairman Chad England, CEO Josh England President
3	Pride Transport Inc. 5499 W. 2455 S. SLC, 84120	801-972-8890 pridetransport.com	520	\$126.3M	1	820	0	30	Y	Y	55M	644	Jay England
4	L.W. Miller Cos. 1050 W. 200 N. Logan, UT 84321	435-753-8350 lwmler.com	140	\$45M	0	100	40	0	Y	N	18M	340	Larry W. Miller
5	Sharp Transportation Inc. P.O. Box 3452 Logan UT 84323	435-245-6053 sharptrucking.com	117	\$20.6M	0	44	*	134	Y	Y	9.2M	103	Zan Sharp
6	Godfrey Trucking Inc. 6173 W. 2110 S. West Valley City, UT 84128	801-972-0660 godfreytrucking.com	115	*	15	0	*	300	Y	Y	11M	100	Scott Godfrey
7	James H. Clark & Son Inc. 4100 S. 663 W. SLC, UT 84123	801-266-9322 jameshclark.com	100	*	0	135	0	0	Y	N	11M	125	Gregory D. McCandless
8	Parke Cox Trucking Co. Inc. P.O. Box 911717 St. George, UT 84791	435-628-0886 coxtrucking.com	80	*	23	0	0	199	Y	Y	8.7M	118	Donald L. Cox David P. Cox
9	Halbersleben Trucking 2875 S. Main St. SLC, UT 84115	801-928-2345 shipht.com	74	\$14M	0	106	0	12	Y	N	*	18	Rich Halbersleben
10	Double D Distribution Inc. 1550 S. Distribution Drive SLC, UT 84104	801-364-6565 doubleddistribution.com	35	*	2	1	71	11	Y	N	3.4M	35	Mark Droubay
11	Geodyne Transport 1235 S. 3200 W. SLC, UT 84104	801-575-1110 geodyne.net	31	\$7M	0	12	87	0	Y	N	2M	27	Jaden Kemp
12	Bakston Freight Systems Inc. 1522 E. Commerce Drive St. George, UT 84790	435-673-7971 bakston.com	16	\$2.7M	0	0	0	40	Y	Y	400K	22	*
13	Sinclair Trucking Co. 550 E. South Temple SLC, UT 84102	801-524-2700 sinclairoil.com	13	\$3.6M	0	0	20	0	Y	N	1.3M	24	Mark Petersen President



*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved. Copyright 2018 by Enterprise Newspaper Group.

The Enterprise strives for accuracy in its list publications. If you see errors or omissions in this list, please contact us at lists@slenterprise.com.

TECHNOLOGY

from page 19

devices may connect to the network remotely, how authentication will occur, maximum user idle time before network termination and the potential penalties for policy violation.

5. Remote access policy governs the usage of the company network when the employee is accessing the network from a remote location. It is important to establish a remote access policy that integrates with the network security policy to govern the transmission of data over untrusted networks. A

remote access policy should outline the rules for both remote users to ensure document and network security and outline the maintenance of the network to provide for a safer transmission of information. This upkeep should include a policy for continual, proactive review to ensure adequate protection — such as firewalls and security patches — are installed and current.

6. Encryption policy seeks to protect a company's digital assets (data, files, personal information, company resources) from theft or breach between communicating devices over the Internet. Many believe a strong

encryption policy is a must-have for all mobile devices. It is important to clearly define the devices covered and keep the policy up to date. This policy should cover all email and attachments, files, external devices, mobile devices and recovery and backup in case of an emergency.

7. Bring your own device (BYOD) policy covers the requirements governing employees' personal devices being used for on-the-job purposes. BYOD is often viewed as beneficial to employees as it allows for greater device and platform familiarity than may exist with company-issued devices. However, companies must

strive to ensure such devices are accessing sensitive company information in ways to avoid unauthorized dissemination of information or the introduction of vulnerabilities entering the network. It is imperative that companies use the BYOD policy to establish password protection measures, automatic lockout requirements, anti-virus and encryption requirements, synchronization prohibitions and rights held by the company to review the device to ensure compliance.

Bahar Ferguson is president of Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.

Are ELDs the cause of rising freight rates?

How good can you forecast the weather? Does your knee start to hurt? Can you feel it in your bones? For most people that is a “no.” It’s been like that lately with rates



for moving freight throughout the nation. A select few truly have their finger on the pulse and the

others seem to be throwing darts at a board.

What is the cause? I think it’s ELDs.

Electronic logging devices (ELDs) have been mandated for all trucks across the nation. These devices are to be used by drivers to create log book records and replace the paper logs that drivers used to keep. The premise is that if the drivers are using the log books correctly and obeying the rules for their hours of service, they will be more alert and attentive while driving. There is logic to it and the lawmakers see the value in it. However, it seems to have put pressure on the entire industry in general — from shippers to trucks to brokers. As a limited-information advocate, I decided to reach out to some trusted sources that deal directly with the changes daily.

The first company I spoke to told me about one of their drivers who had been driving for over 20 years. He always did his best to obey the hours-of-service laws, but before the ELDs were implemented, you could split up the time differently. He would do this so that he could drive during the day as he preferred to do. He felt he was most alert and safest when he did so.

Once the ELDs were implemented, he was forced to drive overnight to not lose a full day of work. He took his 10-hour break during the day. As a result, at

about 3 a.m. one morning, he fell asleep at the wheel and ended up totaling the truck, trailer, and the load he was hauling. Subsequently, he lost his job. This happened

see ELD page 23



**NOTHING BEATS AN OPEN ROAD WITH AN AMAZING VIEW...
...HAVING THE BEST INSURANCE IS A NICE BONUS THOUGH!**

Fleets / Owner Operators / Liability / Cargo
Physical Damage / Terminal & Property Coverage
Workers Compensation / Occupational Accident
Employee Benefits

RANDALL J. AUSTIN | MARK AUSTIN
www.beehiveinsurance.com/trucking
801-685-6860 | 800-323-6303

LOGISTICS COMPANIES

Ranked by Number of Full-Time Utah Employees



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	No. of Utah Employees	2017 Revenue	Services Offered	Industries Served	Notable Clients	Year Est.	Owner/ Top Officer
1	New Prime Inc. 3720 W. 800 S. SLC, UT 84104	417-866-0001 primeinc.com	1,694	\$451.6M	Transportation	Reefer, flatbed, tanker, intermodal	*	1970	Robert E. Low
2	England Logistics 1325 S. 4700 W. SLC, UT 84104	801-656-4500 englandlogistics.com	369	\$431M	Freight brokerage firm & supply chain management	FTL, intermodal, parcel, dry LTL, cold chain	*	1995	Jason Beardall President
3	Data2Logistics LLC 6056 S. Fashion Square Drive Ste. 300 SLC, UT 84107	801-287-8400 data2logistics.com	102	*	Freight audit, payment & professional services	We service clients in all industries	Cisco Systems, Chrysler Corp, Best Buy	1962	Platinum Equity LLC
4	Godfrey Trucking 6173 W. 2100 S. West Valley City, UT 84123	801-972-0660 godfreytrucking.com	95	*	Full logistics & transportation of goods	All industries needing logistics or shipping	R.C. Willey, Post	1965	Scott Godfrey
5	DST Logistics LLC 444 W. Spring Creek Place Springville, UT 84663	801 491-3781 dstdistributorsInc.com	35	\$7M	Trucking, warehouse & storage	Packaging, bottling, warehouse solutions	*	1986	D. Scott Tollestrup
6	Arrow Moving & Storage Co. of Utah 3960 S. 300 W. SLC, UT 84107	801-263-5342 arrowmoving.net	34	\$4.5M	Warehousing, distribution, storage, transportation, relocation	Commercial, residential & government	University of Utah, Hill AFB, GSA, State of Utah	2000	David Ottoes Mike Ottoes
7	Sharp Logistics Inc. P.O. Box 3452 Logan, UT 84323	435-245-6053 sharptrucking.com	7	\$20.3M	Transportation	Food, packaging, sporting goods	Aaron Packaging, Little Dutch Boy, Industrial Container	2003	Zan Sharp
8	DMC Logistics LLC 4980 W. Amelia Earhart Drive SLC, UT 84116	801-355-8991 dmc-logistics.com	*	*	Same/next day, scheduled on-demand, conjunctive, dedicated, distribution, line hauls, 3PL partnering	National retail, wholesale pharmaceuticals, payroll, finance, & medical lab specimen industries	*	2003	Stephen A. Griego President/CEO



*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved.
Copyright 2018 by Enterprise Newspaper Group.

The Enterprise strives for accuracy in its list publications. If you see errors or omissions in this list, please contact us at lists@slenterprise.com.

FRIEDMAN

from page 17

came clear that the client would benefit from bringing another carrier in by conducting an RFP. Out of courtesy, they brought their incumbent in for a meeting to alert them of this decision. As expected, the carrier insisted that they wouldn't get better rates anywhere on the market and that they were risking their relationship with an RFP. Though shaken by the incumbent's reaction, the company decided to proceed with the RFP anyway.

During the first round of bidding, the incumbent held fast to its existing rates while the competitor severely underbid. However, the incumbent didn't just have to contend with one competitor. The client had offices in Texas and California, so it also had to vie with regional carriers from those states. As negotiations proceeded to the third round, the incumbent was ready to do anything to retain its client. The client ended up saving 33 percent (\$2 million annually) while a good business relationship remained intact.

Case Study No. 2: Advanced analytics saves manufacturer 63 percent

annually.

It's a clear demonstration that collecting sophisticated shipping intel will achieve nothing if businesses don't know what to do with it.

It's not enough to have access to all data. Not performing regular analytics on your data could result in significant, unneeded strain on your budget. It's crucial to continuously examine your shipment-level data (modes, carriers, service levels) to fine-tune cost optimization.

Management was placing pressure on a global manufacturing firm to identify saving opportunities. They sought outside assistance for advanced analytics and discovered that they were spending vastly more than they needed to on the wrong transportation mode. For deliveries made for less than 600 miles, they were using air freight, a costly mode of transport. They could have shipped with LTL, which would have gotten their shipment there on the same day for 63 percent less — nearly \$1 million annually.

This outcome was made possible by the client's investment in a full-time resource to identify savings opportunities. Once a month, this analyst

receives freight payment data from the client to analyze. He then uses his findings to advise the client weekly on opportunities to optimize transportation cost.

Case Study No. 3: Market assessment spotlights overspending, saves electronics retailer \$8 million.

While the RFP was what won them a better contract, it was the market assessment that alerted the client that they were paying far above their means.

A market assessment is the first integral step in an RFP process. It's a look at carrier freight and accessorial rates to compare how they match up to those of companies with like volumes.

In this case, the client's volume had gone up. Due to these changes in volume, they wanted to determine if they could get their incumbent carrier to lower market rates. After an assessment, they found that they were spending well above their means and above market rate. However, the incumbent proved to be extremely uncooperative about renegotiating the contract. So, it soon became apparent that an RFP was in order.

During the RFP, the incumbent lowered their rates but it was not as competitive as the other large national parcel carrier. After three rounds of negotiation, the client ended up switching to another carrier and saving 10 percent (\$8 million) annually.

While the RFP was what won them a better contract, it was the market assessment that alerted the client that they were paying far above their means.

Summary

In today's fast-changing, competitive business landscape, you need to continuously fine-tune your expenses or lose the competitive advantage you worked so hard to build. The good news is that there are now tactics at your disposal to arrest rising costs.

FA&P can only do so much to reduce costs. To achieve higher savings, improve efficiency and increase profitability, you must do more than just FA&P to mitigate rising expenses and falling revenues.

Harold B. Friedman is senior vice president for global corporate development at Data2Logistics, a global authority on supply chain logistics, cost management and shipping bill process and payment.

ELD
from page 21

immediately after taking the mandatory 10-hour break the ELDs required. This company strongly dislikes the ELDs.

Another company has had drivers be within just a few minutes of being able to go on duty and accidentally start their "on-duty" clock early, which results in the driver being forced to take another 10-hour break in his log book. They currently do not have a way to adjust it. With paper logs, things could be adjusted easily and work out for everyone. "I'm not talking about hours; I'm talking about accidentally bumping it three or five minutes early when they are checking to see if their hours are ready to go. It put the truck out of service for 20 hours. It has happened multiple times," the owner said.

I spoke with yet another company who stated that they are losing drivers because drivers aren't getting time off at home and are having to spend even more time away from the families and friends than they were before. They have to take the 34-hour resets that are required while out on the road.

A local company here in Salt Lake City said they have been working their local fleet to the bone to ensure that the trailers are always ready to go and loaded for the over-the-road drivers. They have some simple 500-mile runs to Denver and back that shouldn't be a problem legally, but because they can't break up the clock at all, the drivers have to ensure that they use the facilities, get a snack or a drink, then park at the receiver so they don't start the on-duty clock until after they are unloaded. They must sleep as close to the receiver as possible so that they don't have to count that time. If they stay at the nearest truck stop, which is about an hour away, they will have the facilities and niceties that we all enjoy — like a bathroom, shower, something to eat, a movie, etc. — but then they go and unload, spend four hours there, drive to a different location to load and have to take another break at times before getting home to Salt Lake City.

"It messes with their home time," the owner said.

She asked me, "How many hours a day do you work?"

I replied, "Quite a few, but not all sitting at my desk."

She said, "Exactly. We are trying to educate the customers that those hours loading and unloading are precious. It's not like the good old days when you could clock out if you weren't working. They are literally sitting at their 'desk' doing nothing until they can drive again. If they sit there too long, they lose

money because they are paid to drive and if they can't clock out while they get loaded, it cuts into their money-making time." This company has also "had quite a few drivers hang up the keys, because they are 'old school.'"

As a freight broker, I excel at being able to make sure that trucking companies are loaded and unloaded in a timely manner and have a fair rate given to them. Every effort is being made to ensure that the customers understand the need for effective scheduling of loading and unloading times and how

precious those hours are. We do our best to impress upon the shippers and receivers that they can no longer take advantage of the money-making potential that the trucks have.

We are fighting daily to further this understanding in an industry that is struggling to maintain a sufficient supply of product to the consumer while battling a major driver shortage. We keep a good pulse on the markets and do our best to forecast the best pricing for all involved. In the end, if this trend continues, I believe that the result of all of

this will be a complete market shift upwards in price.

My two cents: The industry was due for this shift with rising prices of equipment and fuel and I believe ultimately this will end up costing the consumer more. Again, that is my opinion and I am not an economist. The true outcome will only be determined by time.

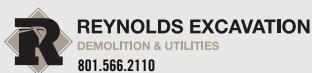
AJ Baadsgaard is a partner at Performance Logistics LLC and is acting as the director of account management. He began in the transportation industry in 2011 and has worked in brokerage for the past seven years in many facets of the operation.



STAKER PARSON
CONSTRUCTION & MATERIALS

A CRH COMPANY

(801) 731-1111
stakerparson.com



THE PREFERRED SOURCE

SAND, ROCK & LANDSCAPE PRODUCTS ■ READY-MIXED CONCRETE ■ ASPHALT ■ PAVING ■ CONSTRUCTION SERVICES

SINCE 1952

Being wattsmart® helps Smith's Food and Drug keep prices low.

How can we help your business?
Learn how at wattsmart.com.

