www.slenterprise.com February 25, 2019 Volume 48, Number 31 \$1.50

OF NOTE



Sometimes shoe lose!

Payless ShoeSource is the latest casualty to hit the brick-and-mortar retail sector. The company announced it will be closing all 2,300 of its U.S. stores by the end of May. Payless joins Sears, Kmart, Gymboree, Toys 'R' Us and several other giant retail chains who simply could not keep up in an era where online shopping has become king.

Industry News Briefs pages 10-11

Business Calendar
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SLCC aerospace program gets boost from opportunity grant

Brice Wallace

The Enterprise

A new Salt Lake Community College program aims to produce more skilled workers for Utah's aerospace industry.

The aerospace assembly training program recently got a financial boost from the Governor's Office of Economic Development (GOED) board, which provided the program with an economic opportunity grant of up to \$120,000.

The program will be open to both people aspiring to work in the industry and people already employed at aerospace manufacturing companies. SLCC expects to train 600 people and place them in the industry within the program's first 12 months, with participants receiving 80-100 hours of "very specific" training.

The GOED funds will be used to retrofit space at SLCC's recently opened Westpointe Workforce Training & Education Center in Salt Lake City's Northwest Quadrant, purchase equipment for the site and get the first cohort of students involved.

"It's in the state of Utah's best interest now to ensure that we can provide the workforce necessary for the aerospace community and the other important industries such

see AEROSPACE page 18



A miner enters an auxiliary entrance at the SUFCO Coal Mine, 30 miles east of Salina. A recent ruling from the Bureau of Land Management approved the modification of coal leases held by the mine's owner, Canyon Fuel Co., that will extend the mine's life by up to five years.

The end of the 'war on coal' brings good news for pair of Utah mines

John Rogers

The Enterprise

U.S. Assistant Secretary of the Interior Joe Balash has declared, "The war on coal is over."

The pronouncement came following the recent Bureau of Land Management approval of two mining projects in Utah. The Department of the Interior announced that the \$12.3-million Alton Coal Tract coal lease in Kane County and two coal lease modification proposals for the SUFCO Mine in Sevier County have been given the green light. The SUFCO Mine approval will extend the life of the existing mine by up to five years, the BLM said.

"In coal towns across this country, the American dream is alive and well," Balash said

"Through the continued approval of coal lease applications and modifications,



Back in the swim: Seven Peaks to reopen this year

After a 2018 season during which the gates never opened, the Seven Peaks Waterpark in Provo is scheduled to open on Memorial Day Weekend this year, according to a press release from Global Management Amusement Professionals. The Temecula, California-based company operates dozens of water parks and other entertainment venues across the United States.

Seven Peaks Waterpark operated had each summer since 1999 until last year. It is a 17-acre amusement area west of downtown Provo that includes more than 15 water attractions, including five drop slides, a 500,000-gallon wave pool and several eateries.

Troubled by bankruptcy and property-dispute litigation for several years, the park's owner, Parkprovo LLC, through its management arm Seven Peaks Waterpark, announced last April that it was closing down the facility. However, the company's management later announced that it had chosen a "reputable, experienced and wellknown water park management company to operate the park for the 2018 summer season." A new company named Blue Island Resort began an opening countdown clock on its website and advertised for employees. Blue Island also said it was in negotiations with Parkprovo to purchase the site. But the park remained shuttered for the entire 2018 summer season and the Blue Island Resort website shut down.

Issues of ownership were not addressed in the Global Management Amusement Professionals release.

"Seven Peaks is a terrific addition to our growing portfolio of water park properties," said Ken Handler, president of Glob-



Supply-chain risk management firms merge

A pair of Utah software-as-a-service companies engaged in the supply-chain risk management industry have merged. Browz LLC of Orem and Avetta LLC, based in Draper, will combine under the Avetta name, the companies said in a statement last week. John Herr, CEO of Avetta, will lead the combined company.

"Together, Avetta and Browz create a simplified supplier management solution designed to elevate safety and sustainability in workplaces around the world," said Herr. "The streamlining of solutions in this market sector is one of the most common requests we hear from the customers we serve. Our customers will be delighted to

learn about the benefits this combined global network will create for them. Our combined expertise of 30-plus years in the industry will help both clients and sup-



pliers achieve the highest standards of quality and safety."

Browz was founded in 2001 and Avetta in 2003. The companies bring approximately the same number of employees to a combined workforce of 450.

Together the firms will have about 85,000 customers in over 100 countries in industries such as energy, chemicals, manufacturing, utilities, construction materials, facilities management, communications, transportation, logistics, retail, mining, aerospace and defense and food and beverage, Herr said. The companies work to mitigate

supply-chain risks in areas such as workplace health and safety, sustainability, modern slavery, data privacy, anti-bribery and corruption, regulatory and insurance compliance.

"Final employee responsibilities from both companies are still being determined," said Herr of the combined workforce. "Bringing two strong companies together inevitably results in some overlap in roles and responsibilities. For anyone affected by the transition, we are working with advisors and resource providers to ensure a smooth transition for anyone departing."

"Browz joining Avetta will strengthen and enhance capabilities for Browz's customers and

employees," said Elaine Beitler, CEO of Browz. "Our industry was created to provide a simpler process for managing supplychain risk. This combination furthers our

ability to provide an easier way for suppliers to share their compliance information, and a simpler, larger network for our customers. We will bring our technical expertise and customer service excellence to lead the industry at Avetta."

The merger was financed through investments by Avetta's three major shareholders: Welsh, Carson, Anderson & Stowe, which remains the majority owner; Technology Crossover Ventures; and Norwest Venture Partners. Browz's existing shareholders, Melkonian Capital and Long Ridge Equity Partners, are rolling over a portion of their investment into the combined company.

Housing starts, new home sales soaring in St. George market

The St. George area housing industry continues to zoom, according to the Metrostudy fourth quarter 2018 housing survey released recently. The study found that housing starts and new home closings are up significantly but that production is moving toward attached — and therefore more affordable — homes.

Eric Allen, regional director in Metrostudy's Salt Lake City area regional office in West Jordan, conducted the survey. The study includes statistics from Mesquite, Nevada, considered part of the St. George market.

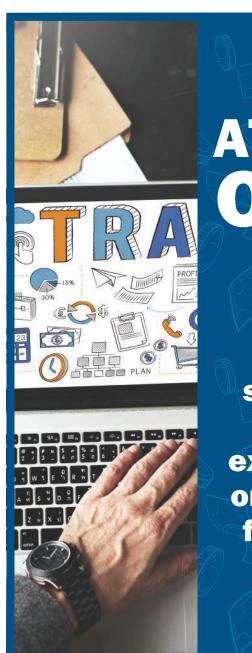
Some of study's findings in-

- Annual new home starts are up 42 percent over 2017 levels. Starts are up 57 percent for the fourth quarter year-over-year.
- Annual new home closings are up 28 percent year-over-year with quarterly closings up 42 percent from 2017 levels.
- As costs for housing continue to increase, attached homes are becoming much more accepted as homebuyers look for a less-expensive option. The nightly rental market has also been a large con-

The St. George area housing tributor to the increase in attached lastry continues to zoom, achousing.

• While the St. George market has traditionally been known as a more reasonably priced market, affordability is becoming more of an issue, especially for the local working-class home buyers. Currently, only 24 percent of all new home starts are below \$300,000, compared to 36 percent in 2017.

"In order for the market to continue growing at a similar pace, builders will need to find ways to deliver more product in the lower-price segments," said Allen. "However, with increased city regulations, material prices and labor costs, this will be a difficult but necessary task. Currently, the median price for a new detached home in the St. George market is \$382,100, which has increased 7 percent from last year and 2 percent above last quarter. The median price for a new attached home/ unit increased 32 percent compared to 2017 and is up 6 percent from last quarter to \$313,600. The median new home price in Mesquite is currently \$293,900, which is up 8 percent from last year and 3 percent above last quarter," he continued.



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Instructure buys Portfolium

Instructure Inc., a Salt Lake City software-as-a-service technology company, has acquired San Diego-based education software company Portfolium. Terms of the deal were not disclosed.

Instructure markets its learning software such as Canvas and Bridge to both educational institutions and corporations for employee development. Its customers include over 4,000 schools and companies worldwide. It was founded in 2008 and employs about 1,200. Portfolium, founded in 2014, has developed student success platforms that it has marketed to 4,600 students and over 40,000 educators at 3,600 institutions. Its ePortfolio programs are used to highlight student achievement.

"Working with Portfolium advances our mission since it enables us to help people move from the classroom to the workplace," said Dan Goldsmith, CEO of Instructure. "Portfolium has been a great partner of ours. With their team, and by adding their student success capabilities built on the leading learner network, we will together provide more value to both current and new customers."

"We created Portfolium to connect learning with opportunity by enabling students to recognize, showcase and articulate the skills and competencies they acquire along their academic journeys," said Adam Markowitz, founder and CEO of Portfolium. "We've been a proud Instructure partner for years, and are excited to expand on our vision to support lifelong learning and development as part of the Instructure family."

SL Chamber names small-business honorees

The Salt Lake Chamber has announced it annual Small Business Award winners. Honorees were announced at the organization's Small Business Summit: Ignite & Inspire, held at the Salt Lake City Marriott University Park Hotel and Conference Cen-

"Small businesses are the beating heart of Utah's economy and vitally important to the Salt Lake Chamber," said Derek Miller, president and CEO of the Salt Lake Chamber and Downtown Alliance. "Not only do these entrepreneurial men and women make up nearly 75 percent of our membership, but they are also the driving force behind our state's economic success.

"Small businesses employ more than 557,000 people, nearly half of Utah's private workforce," Miller said. "The Salt Lake Chamber is proud to recognize their work and honor those smallbusiness owners who are making a difference."

Those honored at the halfday conference are:

- Small Business of the Year: LUX Catering & Events, a boutique-style catering and event production company based in Salt Lake City.
- Veteran Owned Business of the Year: Hamlet Homes, a 25-year-old homebuilder that has completed 3,600 homes in 60 communities. It also is based in Salt Lake City.
- Entrepreneur of the Year: Beddy's, an innovator of zippered bedding sold online and at local retailers. The company is based in West Jordan.
- Small-Business Champion: The Enterprise - Utah's Business Journal is a 48-year old weekly business newspaper based in Salt Lake City.

The chamber's Small Business Summit provided smallbusiness owners, managers and entrepreneurs the opportunity to come together, learn new tools, gain practical skills and make invaluable connections to help support the growth and success of small business in Utah, the organization said. Those in attendance had the opportunity to attend breakout sessions featuring topics such as strategic planning, marketing and sales, finding and retaining talent, as well as others.

The summit's keynote speaker was Sarah Calhoun, founder and owner of Red Ants Pants. Tired of wearing men's work pants that didn't fit, Calhoun designed pants that would fit, function and flatter working women. Red Ants Pants is based out of White Sulphur Springs, Montana where the storefront, distribution center and international headquarters are located in an historic saddle shop.

SVN Auctions to handle UDOT surplus property disposal

SVN Auction Services has been awarded a five-year contract by the Utah Department of Transportation (UDOT) to create and manage an electronic online auction platform and clearinghouse to streamline sales of surplus real property owned by UDOT. The surplus land auctioning process is governed by Utah Administrative Code R907-80, which establishes the process for UDOT to dispose of real property declared as surplus to the state's needs.

The UDOT SVN-managed online auction platform is found at www.UDOTauctions. Utah.gov. The site, which is now live, delivers around-the-clock access to UDOT auction-related information allowing interested

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parties to register for opt-in email notifications. It also allows realtime mobile platform bidding for qualified buyers.

"Based on our extensive national online auction experience, we have created an online solution to maximize value for UDOT," said Louis B. Fisher III, national director of SVN. "This allows the department to more efficiently direct all sales-related proceeds back into the transportation fund to offset future transportation developments costs."

The first online auction starts advertising in February and goes live March 13-20, with nine surplus properties to be sold.

Working in collaboration with the national SVN Auction Services team, SVN Alta Com-

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mercial Real estate in Salt Lake City provides local brokerage activities for the auctions.

"This partnership is exactly what we need to assist us in creating a new process and platform to meet our department's goals and initiatives," said Rod McDaniels, UDOT's deputy director of right

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

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Online and Print, \$85 per year Any opinions expressed by the columnists are not necessarily the opinions or policy of Enterprise, it's owners or managers. Reproduction or use of contents without written consent of the publisher is

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Staker Parson Materials & Construction hosted the first round of students attending the Utah Diesel Technician Pathways (UDTP) program at its equipment shop in Ogden recently. Students Bracken, Jaxon, Jaden and Jordon met at the shop to job-shadow Brian Barker, a mechanic at Staker Parson for the past 15 years, to share some of his experience working in the industry. The students were able to gain hands-on experience with some of the equipment used in the industry and get a taste of what it's like to be a diesel technician. "It's great to be able to bring the students to our shop and see their eyes just light up with excitement. We were able to show them some of our equipment and the normal repairs we make," said Barker. UDTP is a joint program of the Jordan and Canyons school districts and Salt Lake Community College that introduces students to a career as a diesel engine technician.



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BUSINESS INSTITUTE

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 a net loss of \$17.8 million, or 32 cents per share, for the fourth quarter of 2018. That compares with net income of \$18.2 million, or 33 cents per share, for the same quarter a year earlier.

The company said that excluding impairment and restructuring charges, earnings per share (EPS) was \$1.05 in the most recent quarter. EPS in the year-earlier quarter was \$1.20 when excluding the impact of U.S. tax reform.

Revenue in the most recent quarter totaled \$683.3 million, up from \$666.2 million in the year-earlier quarter.

For the full year 2018, the company reported net income of \$121.9 million, or \$2.16 per share, on revenues of \$2.68 billion. That compares with net income of \$129.4 million, or \$2.36 per share, on revenues of \$2.28 billion in 2017.

The 2018 ESP was \$3.52 excluding impairment and restructuring charges. It was \$3.23 in 2017 when excluding the impact of U.S. tax reform, the company said.

Nu Skin is a direct-sales company that develops and distributes a line of beauty and wellness solutions

"We delivered another strong quarter despite a challenging comparison from the \$130 million LumiSpa introduction in the prior year," Ritch Wood, CEO, said in announcing the results. "We grew our revenue 18 percent for the year, with growth coming from virtually all of our segments. We were also encouraged that our customer acquisition strategy resulted in 16-percent growth in our customer base. And while our sales leader numbers were down year-over-year due to the LumiSpa introduction, we are pleased with 16- percent growth in sales leaders since the first quarter."

Wood said the company is entering 2019 "with strong momentum and are projecting meaningful constant-currency top-line growth with continued improvement on the bottom line. ... We believe we can continue to grow our business and look forward to a strong 2019."

Pluralsight

Pluralsight, based in Farmington, reported a net loss attributable to common shareholders of \$15.3 million, or 24 cents per share, for the fourth quarter of 2018. That compares with a net loss of \$37.5 million in the same quarter a year earlier.

Revenue in the most recent quarter totaled \$67.3 million, up from \$47.4 million in the year-earlier quarter.

For the full year 2018, the company reported a net loss attributable to common shareholders of \$259.9 million, or 65 cents per share, on revenue of \$232 million. That compares with a net loss of \$160.3 million on revenues of \$166.8 million in 2017.

Pluralsight offers an enterprise technology skills platform.

"Pluralsight's fourth quarter capped off a milestone year for the company, highlighted by strong customer additions and 42 percent revenue growth," Aaron Skonnard, co-founder and CEO, said in announcing the results. "We achieved our seventh consecutive quarter of greater than 50 percent growth in B2B billings, while continuing to demonstrate the inherent levers to profitability in our model."

Instructure

Instructure Inc., based in Salt Lake City, reported a net loss of \$7.6 million, or 22 cents per share, for the fourth quarter of 2018. That compares with a net loss of \$9.7 million, or 32 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$56.2 million, up from \$44.8 million in the year-earlier quarter.

For the full year 2018, the company reported a net loss of \$43.5 million, or \$1.27 per share, on revenues of \$209.5 million. That compares with a net loss of \$43 million, or \$1.47 per share, on revenues of \$161 million in 2017.

Instructure is a software-as-a-service technology company.

"In 2018, we grew revenue 30 percent year-over-year, enhanced our operating structure, and defined and launched our growth initiatives," Dan Goldsmith, CEO, said in announcing the results. "With a strong management team in place and a clear focus on growth and operational excellence, Instructure is well-positioned for success in 2019 and beyond."



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How to mess up a company's sales: When salespeople can't do their job

Thousands of salespeople work in conditions that are stacked against their success. Even though it's 2019, the belief persists that "nothing happens until someone sells something." Repeated so often, no one challenges them.

Yet, those six words help explain why salespeople are given "special treatment" by management and barely "tolerated" by others. Salespeople are frequently viewed both as separate and more than equal. When coworkers complain about the sales

department, someone says, "Hey, they bring us the business, so suck it up and smile." This dismal view has long passed its expiration date. Even so, it's disturbing since so much depends on the successful performance of the salesforce.

Closely related is another problem and that's marketing. Unfortunately, it's still viewed as the handmaiden of sales in many companies, even though it long ago ran out of gas. In this view, marketing does what it's told to do. When this happens, marketing is rudderless, all tactics and no strategy. Marketing departments become a

"do this" dumping ground, throwing one thing after another against the wall, hoping something sticks.

Unfortunately, marketing's unique mission is often misunderstood or disregarded. Its critical task of creating customers, those

who want to do business with a brand, gets ignored. Or, as Seth Godin, the author of *This is Marketing*, says, "Marketers don't use consumers to solve their company's problems; they use marketing to solve other people's problems." Unfortunately, marketers

don't have a chance to do it.

GRAHAM

If marketing is unable to do its job, salespeople can't do their job of closing sales. To put it another way, when marketing comes down with the flu, the sales force calls in sick.

Here are three principles that can help anyone in marketing and sales do a better job and be more successful:

1. Get over the idea that "nothing happens until somebody sells something."

Forty years ago, those in sales had a point. Salespeople were *the* link between companies

and their customers. Looking back, it's no exaggeration to say customers were their captives. They depended on a salesperson for product or services information, troubleshooting and support.

The salesperson had a dual role: educating customers and closing sales. This may help explain why customers were often far more welcoming to salespeople than they are today. They were not only needed, they were essential.

Today, the sales role has been upended. When it comes to accurate sales information, customers are often better informed *before* they ever see a salesperson. That's not all. Sales are now so transaction-driven, the salesperson's role continues to erode. On top of this, the task of identifying and accessing prospects is so frustrating, it borders on the impossible.

All this points to a marketing-driven environment quite different from times past. It's one in which nothing happens until someone decides they want to do business with a company or a brand. Then, the salesperson may arrive to close the deal.

2. Have a clear understand-

ing of why customers should do business with you.

Caution! Don't blurt out the usual trite and self-serving non-sense: "Our people really care," "We give great service," "We've been in business since 1979." It's all hype. End of discussion.

Take it seriously because a lot's at stake. What separates you from the competition that makes a difference to your customers? What is your value statement — what your brand stands for? What do you bring to the customer's buying experience that creates credibility and confidence? Unless your brand makes sense to customers, there's no sale.

Jeff Short, the vice president of sales for K&W Tire, a Cooper Tire distributor, tells of a meeting with a Connecticut tire dealer. Included in the meeting was a counter salesperson who asked Jeff, "What does Cooper Tire stand for?"

Somewhat caught off-guard, he replied. "Tier one quality at a tier two price ... more tread patterns and designs than any other manufacturer ... an American owned company." Knowing that she liked selling Nokian tires, Jeff asked her what Nokian stood for.

She said, "Safety. They are the safest tires you can put on a car."

As Jeff tells it, "Right then I knew I was done. She won that round, hands down. She was more perceptive than all the other dealers I'd run into on this important point." And then he added, "Someone needs to wake up as to what resonates with customers. I'm so sick of hearing about rebates, road hazard warranties, and price." Jeff isn't alone. He has lots of friends. We call them customers

Got it? Now, why should customers do business with you?

3. Make a commitment to execute perfectly.

"We've got to get this out tomorrow." "They need it now." "I know, but it's a rush." Such words do more damage to sales than just about anything else.

Of course, there are exceptions. But, far too often, the exceptions take over and become the rule. "Just get it done" is a mindset, an attitude that permeates too many companies. It's the new normal.

The No. 1 enemy in all this

see GRAHAM page 18



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BUSINESS
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Pillar of the Valley Award recipients announced by the Utah Valley Chamber

The Utah Valley Chamber of Gala to be held at the Utah Valley Commerce has selected John L. Valentine, Utah County commissioner and chairman of the Utah State Tax Commission, and Janette Callister Hales Beckham

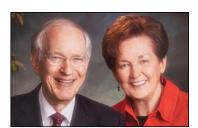
and the late Ray E. Beckham as the Pillar of the Valley Award recipients for 2019. They will be honored on March 19 at the

ninth annual Pil-

lar of the Valley

Convention Center.

The Pillar of the Valley Award was created in 2011 to honor an individual or individuals who have made extraordinary contribu-



Ray and Janette Beckham

tions to the business, civic, social, educational and cultural climate of Utah Valley, the chamber said. The gala attracts many key Utah business, civic and religious lead-

"John Valentine and Ray and Janette Beckham are exemplars of the spirit of leadership and giving the Pillar of the Valley represents," said Rona Rahlf, president and CEO of Utah Valley Chamber of Commerce. "These individuals have served the residents of Utah County for numerous years, changing thousands of lives

around the state. Many people owe in part their success, health and well-being to these great pillars of our valley."

Valentine graduated from Brigham Young University in June 1973 with a B.S. in accounting and economics and earned a juris doctorate from the J. Reuben Clark Law School at BYU in April 1976. He went to work for Howard, Lewis & Peterson in Provo soon after graduation and worked there until 2014, becoming a managing shareholder in 2000. In 1988, Valentine was appointed to the Utah House of Representatives and was elected that same year. He served until 1998 when he was appointed to the Utah Senate, where he served as president.

Valentine was key in using a public-private partnership to purchase an interest in Rock Canyon, providing an open space easement for future preservation of a gateway to the mountains east of Provo. He was instrumental in the legislation turning Utah Valley State College into a university.

Valentine is the current commissioner of revenue and chairman of the Utah State Tax Commission. He has served in Gov. Gary R. Herbert's cabinet from 2014 to the present. He was elected to the board of the Multi-State Tax Commission in 2015. Valentine and his wife, Karen, are parents of six children.

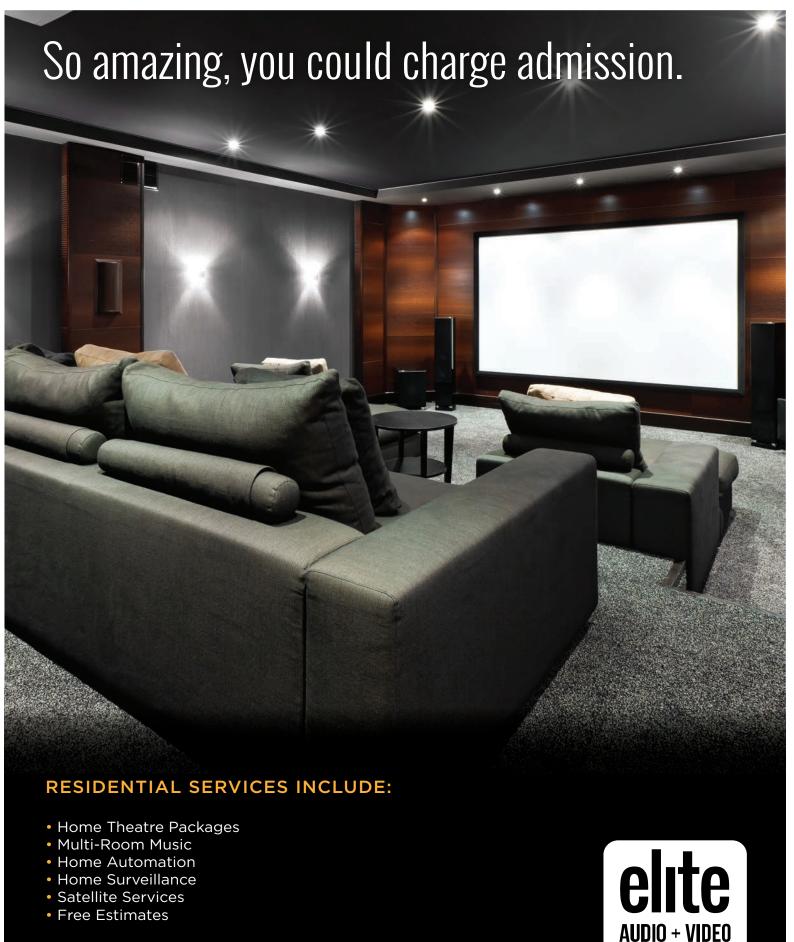
Ray and Janette Beckham both invested most of their adult years in Provo and the Utah Valley community. Both widowed, they became acquainted in 1994 and later married. Janette, while a widow, was serving as the president of the Young Women organization of The Church of Jesus Christ of Latter-day Saints. Ray was serving as a missionary in the Public Affairs Office of the

In 1998, the couple asked to serve on the church's Olympic Committee in preparation for the 2002 Salt Lake City Winter Games. Faith, family, freedom, education, politics, athletics and community service have been the priorities and have filled the lives of the Beckhams.

Janette was appointed and then elected to the Utah State Legislature in 1988, shortly after the death of her husband, Dr. Robert Hales. She was also called to the general board of the church's Primary organization. She also served as a counselor in the Young Women presidency and filled assignments to the boards of the Church Education System and Deseret Book. She served as a member and chairman of the Utah Valley University board of trustees.

Ray had been an administrator and Ph.D. faculty member for 42 years at Brigham Young University. He organized fundraising for the Marriott Center and football stadium as well as developing the Aspen Grove Alumni Camp. He worked on Pres. Ronald Reagan's campaign and served as mission president in Calgary, Alberta, Canada,

Following the Olympics, Ray was involved in projects to enhance downtown Provo, including support of the Crandall Printing Museum and the building the Provo Recreation Center. Ray passed away in November.



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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.

ACCOUNTING

• Tanner LLC, a Salt Lake City-based public accounting firm, has promoted Grady Johnson to partner in its Audit and Assurance Services practice.



Grady Johnson

Grady joined Tanner in 2015 and has been in public accounting for over 14 years. Prior to joining Tanner, Johnson spent 10 years with a Big 4 account-

ing firm in Salt Lake City. He provides auditing, financial reporting and consulting services to a variety of clients in the SaaS, technology, manufacturing, distribution and consumer products sectors, as well as companies that have initiated debt and equity transactions and initial public offerings (IPOs). He received his bachelor's and master's degrees in accounting from the University of Utah.

ARTS/ENTERTAINMENT

• The Governor's Office of **Economic Development** (GOED) board, at its February meeting, approved a motion picture tax credit of up to \$60,000 for Local Studio LLC for its documentary production "Zion Forever." Showcasing Zion National Park, the film will be shot in Washington, Iron and Kane counties. Principal photography will take place through June 28. The production is expected to spend at least \$300,000 in Utah, GOED documents indicate. The directors are Sean Slobodan and Travis Pitcher. The producers are Shandi Kano and Pitcher.

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:: Dump Trucks

· Salt Lake City

Forklifts

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Excavators

Mixers

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Ogden

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DIVIDENDS

• The board of directors of Extra Space Storage Inc., Salt Lake City, has declared a quarterly dividend of 86 cents per share on the common stock of the company for the 2019 first quarter. The dividend is payable March 29 to stockholders of record March 15. Extra Space Storage is a real estate investment trust that owns and/or operates 1,647 self-storage proper-

• The board of directors of Nu Skin Enterprises Inc., Provo, has increased the quarterly cash dividend to 37 cents per share, up from the previous 36.5 cents. The dividend will be paid March 13 to shareholders of record Feb. 25. The company develops and distributes beauty and wellness products.

ECONOMIC INDICATORS

• Utah is ranked third on a list of "Best States for Jobs for People with Disabilities," a list in The Disability Statistics Compendium, released by the Institute on Disability at the University of New Hampshire and using Census Bureau data. Utah's disability employment rate is 49.5 percent, bested only by top-ranked North Dakota (56.3 percent) and South Dakota (51.3 percent). Of the 50 states, 29 saw job gains for people with disabilities, although nationally they saw a slowdown in job gains compared to those of the previous year. The employment rate nationally for people with disabilities is 37 percent. Of the more than 20 million workingage people with disabilities, 7.5 million have jobs. Details about disability employment are at www.respectability.org/statis-

• Utah is ranked fifth in a new study rating "the safest

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states for seniors," compiled by TheSeniorList.com and using Census Bureau data. Among states, Utah was seventh-ranked for fraud, at 413 per 100,000 people (a lower number correlating to lower risk); 30th for monthly housing cost, \$948; second for percentage living in poverty, 6.4 percent; 38th for violent injury death rate, 21.1 per 100,000 people; and first for living alone, 2.15 percent.

EDUCATION/TRAINING

Western Governors University, Salt Lake City, has appointed Van Ton-Quinlivan to its Board of Trustees. Ton-Quinlivan is a thought leader in workforce development with



Van Ton-Quinlivan

driving large scale-system change. Ton-Quinlivan spent nearly eight years serving in leadership roles with the California

experience

Community Colleges, most recently as the executive vice chancellor of workforce and digital futures for the 115-institution system. Her career spans the public, private and nonprofit sectors. Prior to the California Community Colleges, she held leadership roles with Pacific Gas and Electric, including serving as director of workforce development. She is now executive-inresidence at the Institute for the Future (IFTF), where she examines the ways technology impacts learners, institutions and employ-

• Registrations are being accepted for the **Spring 2019 Executive** Certificate of Global Business Management Course at the Salt Lake Community College's Miller Business Resource Center. The registration deadline is March 22. The course begins March 27 and runs Wednesdays, 6-9 p.m., for 10 weeks. The location is SLCC's Miller Campus, 9690 S. 300 W., Sandy. The cost is \$995. The course topics include export readiness, international trade strategies, business in diverse cultural markets, international marketing, finding quality overseas distributors/ partners, international cash management and getting paid, trade finance, international trade logistics including documents and shipping, international legal and tax considerations, export regulations and managing a global business. Details are available by contacting Deb Bilbao at (801) 957-5336.

EXPANSIONS

• Sportsman's Warehouse, a Midvale-based sporting goods retailer, will open a new store in Murfreesboro, Tennessee, this summer. The 30,000-square-foot store will offer hunting, shooting sports, fishing, camping, apparel and footwear merchandise. It will be the company's 93rd store in 23 states.

• Cleanspark Inc., a Salt Lake City-based microgrid company, has announced its first contract executed outside the U.S. It has been awarded a contract to serve as the technical consultant for a large industrial park in Costa Rica. Services will include financial feasibility study, conceptual engineering, procurement and construction support, programming, testing, and commissioning of the system in partnership with a local EPC (engineering procurement and construction) firm. The customer owns and operates several other industrial properties throughout the country. Financial terms were not



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GOVERNMENT

• Scott Pulsipher, president of Western Governor's University, Salt Lake City, has been appointed to serve on the American Workforce Policy Advisory Board. The board, co-



Scott Pulsipher

chaired by U.S. C o m m e r c eSecretary Wilbur Ross and Ivanka Trump, advisor President Trump, will collaborate with the newly

formed National Council for the American Worker to develop strategies that will better align education with 21st century workforce needs. Board terms will last through 2021. Pulsipher was nominated for the board by both Utah Gov. Gary R. Herbert and former U.S. Sen. Orrin G. Hatch.

HEALTHCARE

• Frelii Inc., a Lehi-based medical technology company that uses gene sequencing and artificial intelligence to determine risk and lifestyle modifications, has appointed Dr. Anthony R. Torres and Dr. Susan H. Morelli to its Scientific Advisory Board. Torres has been published in dozens of



Anthony Torres



Susan Morelli

istry, molecular biology, the genetics of autism and more. Torres' experience includes not only university research but also in the biotechnology field. He also obtained seven patents novel inven-

peer-reviewed

journals for

his work in

protein chem-

tions in numerous areas. Torres received his M.D. degree at the University of Utah. Morelli is a neonatologist at Utah Valley Hospital and is affiliated with multiple hospitals in the area. She has been published in several journal articles and has been in practice for nearly 25 years. She has held the position of instructor at the Department of Pediatrics, Division of Medical Genetics, at the University of Utah.

INTERNATIONAL

• Michael Buch, chief science officer at Young Living Essential Oils, Lehi, has been elected to the board of the **Institute on Science for Global** Policy (ISGP). The institute has pioneered the



Michael Buch

development of a new type of interna tional forum based on a series of invitation-only conferences to encourage

rational thinking about science and technology policy. Buch has

www.howerentals.com .463.7997

Industry Briefs

from previous page

nearly three decades of experience in the healthcare industry.

LAW

• Parr Brown Gee & Loveless, Salt Lake City, has hired David P. Mooers-Putzer as an associate in the firm's Litigation



David Mooers-Putzer

Section. His education includes his J.D. from the University of Utah, S.J. Quinney College of Law.

MILESTONES

• Autoliv Inc., an automotive safety systems company, recently produced its 1 billionth airbag inflator at its Brigham City facility. That plant is the largest inflator plant in the world. Production at the plant began in 1989 and today it builds an average of 1.3 million inflators per week. It has 1,200 employees. Inflators are pyrotechnic devices that rapidly inflate airbags when a crash is detected. The Brigham City plant produces inflators for all seating positions in a vehicle. Autoliv has about 3,600 employees in Brigham City (airbag inflators), Ogden (airbags, a service parts organization, injection molding, logistics warehouse and a technology center), Promontory (pyrotechnic materials) and Tremonton (airbag initiators and micro gas generators).

NONPROFITS

Sand The County Foundation, a Wisconsin-based national nonprofit conservation group, has hired David Bailey of Liberty, Utah, as director of its Leopold Conservation Award program in western



David Bailey

foundaworks tion with farmers, ranchers, foresters and other private landowners to improve soil health, water

The

states.

quality and wildlife habitat. The Leopold Conservation Award recognizes farmers, ranchers and foresters for their outstanding conservation achievements on working land. The program currently is offered in 14 states. Bailey will manage the award program in Utah, California, Colorado, North Dakota and South Dakota. Bailey's most recent work experience was as a relationship manager of commercial and agribusiness accounts for Zions Bank. Prior to that, he served as the Utah Farm Bureau Federation's vice president of organization, where he managed its Young Farmer and Rancher program. Bailey, who has worked as a farm manager, professional hunting guide and owned a woodworking business, earned a degree in agriculture systems technology from Utah State University in 2002. He owns the farm he grew up on near Liberty.

OUTDOOR PRODUCTS/ RECREATION/SPORTS

• Snowbasin and Sun Valley have joined Vail Resorts' Epic Pass program in a multiyear alliance beginning with the 2019-20 winter season. Snowbasin season passes go on sale in early March. Epic Pass holders will have direct-to-lift access to Snowbasin and Sun Valley. The Epic Pass program has several offerings, including premier season pass holders, a local pass, and passes good for four and seven days.



PHILANTHROPY

• C.R. England Inc. and wholly owned subsidiary England Logistics, Salt Lake City, have set a goal to provide funding for 1 million meals for children in 2019 through partnerships with 21 food banks in the United States and Mexico. This marks the second consecutive year the two companies have set a goal to provide funding for children's meals programs as part of the One Initiative, a campaign that invites company employees, customers, carriers, freight agents and the general public to join the fight against childhood hunger. The companies set a combined goal in 2018 of 1 million donated meals and far exceeded that milestone, funding more than 1.6 million meals by year-end. Among the participating food banks is Utah Food Bank.

REAL ESTATE

• KeyBank Real Estate Capital, the commercial real estate business unit of KeyCorp, has appointed Nikolaus Muelleck as a senior banker in its Income Property Group (IPG). He will be based in Salt Lake City and will be responsible for providing financial direction and advice to existing clients and developing new busi-



Nikolaus Muelleck

ness relationships in the area. Muelleck has more than 10 years of commercial real estate lending experience. Prior to join-

ing Key, he served as a relationship manager and financial analyst for Wells Fargo's commercial real estate lending group. Muelleck began his career in real estate finance as an external senior auditor at Deloitte & Touche. He earned a Bachelor of Science degree in Accounting and Masters of Accountancy from Brigham Young University.

Richmond American Homes of Utah Inc., a subsidiary of M.D.C. Holdings Inc., has announced the grand opening of Simpson Springs at 1323 S. Homestead Lane, Syracuse. The community features ranchstyle layouts with three- or fourcar garages and two to six bedrooms.

RECOGNITIONS

• The Utah Section PGA, focused on the game and business of golf in Utah, recently announced its annual awards. Ryan Kartchner, Promontory's director of golf, won the Professional of the Year cat-



Ryan Kartchner

of the annual awards nominated by Utah Section PGA professionals. Award winners dedicated to

egory. Winners

their profession by working to improve the quality of golf in Utah, including growing and teaching the game. Kartchner has been with Promontory since 2017 where he has overseen the luxury vacation home community's two signature golf courses: the Jack Nicklaus Painted Valley Golf Course and the Pete Dye Canyon Course. He also has served on several boards and committees related to the sport.

• Five companies in Utah have been named in Fortune Magazine's **"100** Companies to Work For" list. They are No. 4 Workday, Salt Lake City; No. 13 American Express, Salt Lake City; No. 22 Adobe, Lehi; No. 62 The Goldman Sachs Group Inc., Salt Lake City; and No. 67 CHG Healthcare, Salt Lake City. Each year, Fortune and research partner Great Place to Work compile comprehensive feedback to establish the list. Employees are surveyed on elements of compensation, diversity, paid time off and other perks.

RURAL UTAH

• The Governor's Office of Economic Development (GOED) board, at its February meeting, endorsed a pair of Rural Fast Track capital investment grants. Mountain West Pre-Cast, of Brigham City, Box Elder County, was approved for a grant of \$50,000 to help it upgrade its wastewater processing equipment. The \$109,000 project is expected to result in two new full-time positions. If the company retains the jobs for 12 consecutive months, it qualifies for a grant fund reimbursement of up to \$3,000. Ensign Staffing, of Richfield, Sevier County, was approved for a \$50,000 grant to help it purchase and renovate a vacant building to become office space for the company's expanding rural staffing service, a \$140,000 project. If the company retains the job for 12 consecutive months, it qualifies for a grant fund reimbursement of up to \$1,500. The grants had previously been approved by the Governor's Rural Partnership Board.

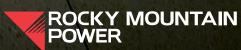






By teaming up with wattsmart, McKay-Dee Hospital and Intermountain Healthcare secured over \$130,000 in annual energy cost savings — money that can support Intermountain Healthcare's real priority: providing the best possible patient care.

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POWERING YOUR GREATNESS

Calendar

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

Feb. 26, 8 a.m.-noon

"Family and Medical Leave Act Essentials," an Employers Council event providing a step-by-step guide to simplify FMLA administration. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

Feb. 26, 8:30 a.m.-noon

"Cash Flow is King. Part 2: How to Manage Your Company's Cash Like a Pro," a Salt Lake Small Business Development Center (SBDC) event. Location is Salt Lake Community College's Larry H. Miller Campus, Corporate Partnership Center, Room 101, 9690 S. 300 W., Sandy. Cost is \$20. Details are at https://www.sba.gov/tools/events.

Feb. 26, 10-11 a.m.

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

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20 for members, \$30 for guests. Details are at ogdenweberchamber.com.

Feb. 26, noon-12:50 p.m.

"I Married an Entrepreneur," part of the 14-week Spring 2019 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute event. Speaker is Brandon Nilsson, husband of Rags.com founder Rachel Nilsson; and LaRee Hansen, wife of Travis Hansen, founder and CEO of Tesani Cos. Location is Utah Valley University, Clarke Building, Room 101A, 800 W. University Parkway, Orem. Free. Registration can be completed at Eventbrite.com.

Feb. 26, 1-2:30 p.m.

"Building a Customer Community That Buys and Refers," a South Jordan Chamber of Commerce event. Speaker is Kris Rudarmel. Location is 50 E. 9000 S., Sandy. Cost is \$20. Details are at southjordanchamber.org.

Feb. 27 and 28

Annual Economic Forecast, a Bank of Utah event featuring Natalie Gochnour, director of the University of Utah's Kem C. Gardner Policy Institute and chief economist for the Salt Lake Chamber. All are 11:30 a.m.-1 p.m. Feb. 27 location is Little America Hotel, 500 S. Main St., Salt Lake City. Feb. 28 location is Utah Valley Convention Center, 220 W. Center St., Provo, in conjunction with the Utah Valley Chamber of Commerce, with Brandon Fugal, chairman at Colliers International, as an additional speaker discussing the real estate market. Free, but pre-registration is required and can be completed at (801) 409-5172 or www.bankofutah.com.

Feb. 27, 7:30-8:30 a.m.

"Coffee Connection," a Holladay Chamber of Commerce event. Location is 3 Cups, 4670 S. 2300 E., Holladay. Details are at holladaychamber.com.

Feb. 27, 9-10 a.m.

"Breakfast with the President," a West Jordan Chamber of Commerce event featuring Aisza Wilde, president and CEO of the chamber. Location is Jim's Family Restaurant, 7609 S. Redwood Road, West Jordan. Free (pay for what you order on the menu). Details are at westjordanchamber.com.

Feb. 27, 11:30 a.m.

"Scrum Masters: Are We Getting It?" a Silicon Slopes event focusing on the role of scrum master within an organization. Speaker is Steve Ostermiller, author, trainer and coach with Platinum Edge. Location is Progressive Leasing, 256 W. Data Drive, Draper. Free. Details are at siliconslopes.com.

Feb. 27, 9:30 a.m.-2 p.m.

Women in Business: Day at the Capitol, a Sandy Area Chamber of Commerce event featuring information about the legislative session. Location is the Utah State Capitol, State Office Building Basement, 350 State St., Salt Lake City. Cost is \$15 for members, \$20 for non-members. Registration can be completed at Eventbrite.com.

Feb. 28-March 2

2019 Entrepreneur & Investor Summit, produced by BioUtah and the Center for Technology & Venture Commercialization at the University of Utah. Event includes keynote speeches from entrepreneurs and industry executives, pitches from emerging bioscience startups, and investor presenta-

tions. Morning keynote speaker is David Peoples, executive director of healthcare investment banking at JP Morgan. Luncheon keynote presenter is Ryan Watts, founder and CEO of Denali Therapeutics. U.S. Rep. Chris Stewart, R-Utah, will discuss "The View from Washington." Feb. 28 features a VIP dinner (by invitation only) at the Cleone Peterson Eccles Alumni House, University of Utah, 155 Central Campus Drive, Salt Lake City. March 1 features the summit at the same location (agenda to be announced). March 2 is a ski day. Details to be announced.

Feb. 28, 8 a.m.-3 p.m.

Product PowerUp: Red Cliffs Conference, in partnership with Dixie State University's Business Resource Center. Event will focus on strategies and best practices in developing and selling non-technical products. Speakers include Bobby Edwards, founder, Squatty Potty; Susan Peterson, founder/CEO, Freshly Picked; Tayson Whittaker, founder/president, Outdoor Vitals; Charlie Bessey, founder/CEO, Coalatree; Dave Underwood, co-founder/ director of product development, Lovesac; and Brian Sather, CEO, Blacksmith International. Location is Atwood Innovation Plaza, 453 S. 600 E., St. George. Registration can be completed at Eventbrite.com.

Feb. 28, 8:30-10 a.m.

CFO Alliance, a Utah Technology Council (UTC) event, with the theme "Macro-Economic Trends in M&A." Presenters are Dan Shea, BDO Capital managing director; Nate Collins, BDO M&A tax partner; and Charles Irvin, BDO managing director of transaction advisory services. Location is the UTC, 13693 S. 200 W., Draper. Free for UTC members. Registration can be completed at Eventbrite.com.

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

"The Importance of Commercial Business Insurance," a Women's Business Center of Utah event. Speaker Julio Mendoza, owner of Julio Mendoza Insurance Agency/ American Family Insurance, will discuss the importance of owning a commercial business policy and what protection commercial business insurance offers. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

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

Free Business Coaching, a West Jordan Chamber of Commerce event. Greg Cassat of the Zions Bank Resource Center will be available for consultation in 30-minute appointments. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at west-jordanchamber.com.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker Thal Dixon of Dixon Security will discuss security issues and resolutions to protect your property and home. Location is Mimi's Café, 5223 S. State St., Murray. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

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

Peak Awards Luncheon, a Sandy Area Chamber of Commerce event. Keynote speaker is Lt. Gov Spencer Cox. Location is Salt Lake Community College's Karen G. Miller Conference Center, 9750 S. 300 W., Sandy. Cost is \$50. Details are at sandychamber. com.

Feb. 28, noon-1:30 p.m.

ULI Utah Lunch Program, a ULI (Urban Land Institute) Utah event. Billy Grayson, executive director of ULI's Center for Sustainability and Economic Performance, will share the findings of a ULI case study titled "The Business Case for Healthy Buildings." Speakers Matt Macko, founder of Stok, and Morgan Abbett, a sustainability consultant and engineering professional with HDR, will discuss some of their projects and the positive financial returns they have seen by incorporating healthy features in their buildings. A tour of the Adobe Campus will take place following the presentations. Location is Adobe Campus, 3900 Adobe Way, Lehi. Cost is \$35 for ULI members, \$50 for nonmembers. Details are at https://utah.uli.org/events/.

Feb. 28, 3-4:30 p.m.

"Intro to Facebook Pixels," a Utah Microloan Fund event. Instructor is Evan Moore, owner of Elm Studios. Location is Utah Microloan Fund, 154 E. Ford Ave., Suite A, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Feb. 28, 5-8:30 p.m.

Annual Awards Gala, a ChamberWest event. Theme is "Celebration of Cultures." Hall of Fame recipient is Kenworth Sales Co. Awards also will be announced for Business of the Year, Small Business of the Year, Best Place to Work, Best New Business of the Year, and Volunteer of the Year.

Location is the Maverik Center, 3200 S. Decker Lake Drive, West Valley City. Cost is \$75 (\$1,250 for a sponsored table of eight). Details are at chamberwest.com.

Feb. 28, 6-8 p.m.

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location is 2722 S. Redwood Road, Suite 100, Salt Lake City. Free for UHCC members, \$10 for nonmembers. Details are at http://www.utahhcc.com/.

March 1

"PHR/SPHR Study Programs," an Employers Council program running on five consecutive Fridays, 8 a.m.-4 p.m. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$1,395 for members; \$1,595 for nonmembers. Details are at employerscouncil.org.

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

Eggs & Issues, a Murray Area Chamber of Commerce event (open networking). Location is Anna's Restaurant, 4770 S. 900 E., Salt Lake City. Free unless ordering from the menu. Open to the public. Details are at murraychamber.org.

March 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://firstfridaysnetworking.com/.

March 1, 8-10 a.m.

Friday Forum, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

March 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://utahs-bdc.org/trainings.

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

Tech Sales Circle, a Silicon Slopes event. Speaker Dan Cash, former senior vice president of sales at Omniture/Adobe and BMC, will discuss "Living an Intentional Life." Location is Adobe, 3900 Adobe Way, Lehi. Free. Details are at siliconslopes.

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CALENDAR

from page 13

March 2, 7:30-9 a.m.

"Bagels and Bills," a Utah Valley Chamber event. Location is Nebo School District Offices, 350 S. Main St., Spanish Fork. Free. Details are at thechamber. org.

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

Legislative Roundup, a West Jordan Chamber of Commerce event taking place every Saturday during the legislative session. Location March 2 is Jordan Valley Medical Center on 90th S. Bangerter Highway, West Jordan Location March 9 is Jordan Valley Medical Center, 3460 S. Pioneer Parkway, West Valley City. Details are at west-jordanchamber.com.

March 2, 8-9 a.m.

"Pancakes and Politics 2019," a Utah Valley Chamber event. Location is American Fork Hospital, 170 N. 1100 E., American Fork. Free. Details are at thechamber.org.

March 5, 8 a.m.-noon

"Job Analysis and Effective Job Descriptions," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

March 5, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deserte Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

March 5, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a South Jordan Chamber of Commerce event. Location is The Break Sports Grill, 11274 Kestrel Rise Road, South Jordan. Cost is \$15 for members, \$20 for nonmembers (costs rise by \$5 the day of the event). Details are at southjordanchamber.org.

March 5, noon-12:50 p.m.

Spring 2019 Silicon Slopes Lecture Series at Utah Valley University, a 14-week UVU Entrepreneurship Institute event. Topic to be announced. Speaker is Jacque White, senior vice president of SaltStack. Location is Utah Valley University, Clarke Building, Room 101A, 800 W. University Parkway, Orem. Free. Registration can be completed at Eventbrite.com.

March 6, 9-10:30 a.m.

"Jump Start: Intro to

Entrepreneurship," a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Presenter is Clancy Stone, business advisor at the Women's Business Center of Utah. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

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

Luncheon with Dano Ybarra, a World Trade Center Utah luncheon seminar in partnership with the U.S.-Mexico Chamber of Commerce. Ybarra is a best-selling author on leadership. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Cost is \$15. Details are at wtcutah.com.

March 6, 1-2:15 p.m.

"Building A Healthy Company Culture," a Silicon Slopes event. Location is Vivint Smart Home, 1400 N. 635 E., Logan. Free. Details are at siliconslopes. com.

March 7, 7-8 a.m.

"Breakfast with Our Utah County Legislators," a Utah Valley Chamber event. Location is the Utah State Capitol, Room 250, 350 State St., Salt Lake City. Free (registration is appreciated). Details are at thechamber.org.

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

Chamber Speaker Series, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

March 7, 8-10 a.m.

Digital Marketing Academy, a Sandy Area Chamber of Commerce three-week course taught by experts from Firetoss. March 7 topic is "Developing a Comprehensive Online Marketing Strategy." March 14 topic is "SEO & Maximizing Web Traffic." March 21 topic is "Pay-Per-Click Advertising, Google AdWords, Facebook Ads and Programmatic Display Advertising." Location is Salt Lake Community College's Miller Campus, Miller Free Enterprise Center, Room 223, 9750 S. 300 W., Sandy. Cost is \$75 for members, \$150 for nonmembers. Registration can be completed at Eventbrite.com.

March 7, 8:30 a.m.-1:30 p.m.

Women in International Business Conference, a World Trade Association of Utah event with the theme "Strategies for Success in a Global Marketplace." Event will feature panel discus-

sions ranging from global business etiquette to local resources to online platforms and safety challenges. Location is O.C. Tanner, 1930 S. State St., Salt Lake City. Cost is \$25. Registration can be completed at Eventbrite.com.

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

Strictly Networking Luncheon, a West Jordan Chamber of Commerce event. Location to be announced. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

March 7, noon-1 p.m.

"Immigration Briefing," a Salt Lake Chamber event. Speaker is Jeff Lungren, chief healthcare and immigration lobbyist with the U.S. Chamber of Commerce. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

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

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

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Loretta Markham discussing plans for a bus rapid transit route between Salt Lake Community College and the Murray TRAX station. Location is Anna's Restaurant, 4770 S. 900 E., Salt Lake City. Free unless ordering from the menu. Open to the public. Details are at murraychamber.org.

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

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

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

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

March 8, 11:30 a.m.

Second Friday Casual Lunch, a ChamberWest event.
Location is Sweeto Burrito, 1732
W. 5400 S., Taylorsville. The only cost is the purchase of lunch.
Details are at chamberwest.com or (801) 977-8755.

March 8, 3-5 p.m.

International Women's Day Celebration, co-sponsored by the Women's Business Center of Utah and World Trade Center Utah and

featuring a panel discussion about the opportunities and challenges for women in international business. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com and wtcutah.com.

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

Eggs and Issues 2019, a Utah Valley Chamber event featuring legislators discussing issues affecting business in Utah County. Location is Utah Valley Hospital, Sorenson Tower, Ashton Auditorium, 1134 N. 500 W., Provo. Free. Details are at thechamber.org.

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

Legislative Roundup, a West Jordan Chamber of Commerce event taking place every Saturday during the legislative session. Location is Jordan Valley Medical Center, 3460 S. Pioneer Parkway, West Valley City. Details are at westjordanchamber.com.

March 11, noon

"RDA Partnerships Build a Vibrant SLC," a ULI (Urban Land Institute) Utah event for ULI members only. Speaker is Lara Fritts, economic development director for Salt Lake City. Following the presentation is a walk to Artspace Macaroni Flats for a tour of the renovation of the historic Beehive Brick building in the RDA's Depot District. Location is Utah State Archives Building, 346 S. Rio Grande St., Salt Lake City. Free. Details are at utah.uli.org.

March 12-13

ACG Utah 2019 Intermountain Growth Conference. Keynote speaker is Joe Navarro, former FBI agent, author and expert on nonverbal communication. Location is Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$325 for members, \$375 for nonmembers, \$250 for March 13 ski conference only. Details are at https://www.acg.org/utah/events/2019-b.

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

Marketing Collaborative Launch, a Utah Technology Council event open to UTC members who run marketing divisions or departments within their companies (chief marketing officers and marketing vice presidents). Location is the UTC, 13693 S. 200 W., Draper. Registration can be completed at Eventbrite.com.

March 12, noon-12:50 p.m.

"Fail Fast or Thrive: The Path to a Successful Startup," part of the 14-week Spring 2019 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute event. Speaker is Brock Blake, founder

and CEO of Lendio. Location is Utah Valley University, Clarke Building, Room 101A, 800 W. University Parkway, Orem. Free. Registration can be completed at Eventbrite.com.

March 13, 8-9:30 a.m.

"Employment Law's Big Five: Discipline/Termination, ADA/FMLA, Retaliation, Sexual Harassment and Wage/Hour Claims," a Utah Department of Workforce Services (DWS) event. Presenter is attorney Jonathan Driggs. Location is the DWS South County Employment Center, 5735 S. Redwood Road, Room 114, Taylorsville. Free. RSPVs can be completed by emailing Jenny Jones at jenjones@utah.gov.

March 13, 8 a.m.-5 p.m.

"Project Management 101," part of Salt Lake Community College Workforce Training and Continuing Education's Frontline Leader Workshops series. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250 per course. Details are at (801) 957-5270.

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

LinkedIn Luncheon, a Utah Valley Chamber event. Activities include networking, followed by Kate Bowcut, Utah Valley Chamber business development executive, providing tips on how to improve a LinkedIn profile. Location to be announced. Details are at thechamber.org.

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

"Let's Do Lunch," a Sandy Area Chamber of Commerce networking event. Location is Bohemian Brewery, 94 Fort Union Blvd., Midvale. Cost is \$20 for members, \$25 for nonmembers. Details are at sandychamber. com.

March 13, 2-5 p.m.

Utah Valley Job Fair.
Location is Utah Valley
Convention Center, 220 W.
Center St., Exhibit Hall A, Provo.
Details are at www.utahvalleyjobfair.com.

March 13, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Fly High Adventure Park, 3624 S. 250 W., Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

March 14, 7-8:30 p.m.

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location is 336 N. 400 W., Salt Lake City. Free for

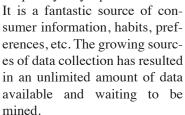
see CALENDAR page 18

Business Tech

Hey, Siri; Hey, Alexa: Beware the data you leave behind

Perhaps you didn't know that when you speak to someone in a call center, join a conference call, leave a voicemail or ask Alexa for the weather

forecast, you are creating data. This compilation of data is one of the many reasons that both Google and Alexa have received accolades for the artificial intelligence voice assistants we frequently rely upon.



This evolution of data collection has been demonstrated on many platforms. One of these is Facebook, which boasts more than 1 billion users and has experienced a decent number of voice data chatbots. A quick Google search produces tutorials on making your own chatbot in a mere 10 minutes. More and more websites are utilizing chatbots - serving to more quickly answer consumer questions without even requiring human interaction. Existing artificial intelligence assistants by Amazon, Google and Apple are being built into home speakers, cars, phones, security systems, TVs and more, accelerating the path to widespread integration and subsequently, greater data collection.

Not only will there be more information regarding our preferences available, the continued usage and collected data will allow for the continual refinement of the voice assistant and chatbot process, allowing artificial assistants to be capable of more complex and intelligent dialogues. Recently while attending the Super Bowl, I noticed the official Super Bowl LIII app had a built-in virtual assistant. My normal skepticism that chatbots are generally simply means to drive the conversation to an actual human representative were shut down when my decently complex question was immediately answered by the chatbot thoroughly and accurately.

As for voice assistants, when something is "always listening," we open the door for social engineers to attack us with often-empty threats regard-

ing what they allegedly heard on our devices. Given that just about any device can be hacked, it is easier to fall for the belief that these scammers may really have

> some sensitive data on us, reaching out, threatening to release the information unless they receive payment and causing us to question the legitimacy of their threat. We already constantly see this with scammers sending threatening

emails claiming to have hacked into a user's computer webcam and are holding compromising videos hostage.

The FBI has stepped in due to the success and prevalence of this scam, informing users of the scam to delete and not pay the "confidentiality fee." It seems only logical that threats based on alleged information overheard by these devices will follow in the future, if they aren't already happening. It is important to remember with any threat sent via email or text to take a step back and breathe before reacting. When in doubt, you can seek counsel from your IT professional as they can

help confirm the fraudulent nature of the sender and inform you of the latest trends in the area.

The blurry lines of the legal boundaries make the legal outlook difficult to determine, which is not surprising due to various state recording consent laws. Some states, including Utah, do not require two-party consent for recording conversations. A bill proposed in 2018 sought to change Utah to a twoparty-recording-consent state was met with quick criticism and ultimately failed. Additionally, privacy rules of usage of data obtained by businesses from their customers or subscribers also vary dramatically. We may feel a sense of potential violation, but we very well may have already agreed to the recording and various uses for the obtained data in exchange for the convenience features we enjoy. After all, when it comes down to reading all the fine print when we purchased our Alexa, for example, few of us read closely enough (or at all) to understand what happens with the data Alexa obtains.

While it may be possible to easily delete your activity on certain platforms, skepticism will likely always remain on how much is really deleted or what other device may have been recording or keeping a record.

Both Siri and Alexa chirp in due to something they heard, causing them to believe they were triggered. Why? Because they were listening and waiting. In 2018, Amazon blamed an Alexa command misinterpretation as the reason for reportedly secretly recording a conversation and sending that conversation to a random individual.

While I personally am more concerned with the impact keeping Siri standing by has on my iPhone, it is a strange phenomenon to know your devices are always listening, always waiting to help, logging your questions and patterns and, depending on the company and usage agreement, mining this data to better understand you as a consumer and target more applicable messages your way.

While you can be concerned about the sheer volume of information you leave behind in your daily activities, you can also realize the business benefits of our ever-growing data mine. In the business world, an organization

can reduce costs while increasing profitability and productivity. One frequent example is improving the efficiency and volume of sales. Utilizing and mining data can help calculate the possibility of which customers will purchase certain products. Therefore, businesses can save money by uncovering these correlations and subsequently targeting the customers most likely to purchase or be interested in the company's product or service. Consumers may also save time by having more relative products, services or search results appearing more quickly as a result of utilizing the information on record for our habits, satisfying our need for fast results.

In the end, we live in a world of instant gratification coupled with a strong dependence on technology. We continue to fuel the products and services, like virtual assistants, that can satisfy our needs quickly and with ease, even when the result means leaving large amounts of data behind.

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



What We Do:

South Valley Services (SVS)

provides options through counseling, case management, prevention and shelter to women, children and men who have experienced domestic violence to live life free from violence.

Making a Difference:

- 2,057 Hot Line Calls
- 1,606 Hours of Child Care
- 1,647 Hours of Case Mgmt.
- 413 Community Outreach Events
- 1,864 Volunteer Hours
- 1,472 Hours of Crisis Therapy
- 14,702 Nights of Safe Shelter





www.svsutah.org

To donate, volunteer, or if you need help, call 801-255-1095.

de RUGY

Opinion

Innovative treatments may require equally innovative payment models

What Sen. Bernie Sanders' "Medicarefor-all," former Pres. Obama's Affordable Care Act and former House Speaker Paul Ryan's Medicare "premium support" mod-

el all have in common is an overemphasis on health insurance coverage — who needs it, who is eligible for it, at what level and who should pay for it (private sector versus state governments versus federal government).

Yet insurance coverage and healthcare are two different things. A focus on the first one has resulted in an endless debate

over which third party pays for people's healthcare bills. Whether your preference is the government or private insurers, both end up creating massive distortions and moral hazards, which then results in higher costs and poorer-quality healthcare.

My colleague Dr. Robert Graboyes encourages us to instead think about how to produce better health (not health insurance — not even healthcare) for more people at a lower cost, year after year. This requires allowing and fostering the kind of revolutionary innovation in the healthcare industry that we've seen in other fields, like information technology. It requires allowing consumers to choose treatments, even high-risk ones. But it also requires innovation in the provision and payment of healthcare.

For instance, advancements in gene therapy and personalized treatments could one day offer a cure for cancer or disorders currently considered incurable,

> sometimes with only a single injection. In 2017, the Food and Drug Administration approved its first gene therapy treatment, Kymriah, for acute lymphoblastic leukemia. The FDA expects 10 to 20 cell and gene therapy approvals annually by 2025.

> Kymriah is a marvel of modern science that reengineers a person's cells so that they at-

tack cancer cells, but a one-time treatment for children costs an eye-popping \$475,000. When considered against the costs of a lifetime of treatments, even a very expensive cure can be a bargain, though the exact savings are difficult to calculate because they're spread between patients, providers, insurers and governments. That, along with a high upfront cost, poses a challenge within the standard fee-for-service payment model.

This is where the need to allow innovation beyond the development of new treatments is apparent. Enabling sufficient experimentation for this process to deliver its full (and difficult-to-measure) potential in new delivery and payment systems is key.

For instance, some providers and in-

surers may want to experiment with outcomes-based pricing. Agreements between manufacturers and payers could allow prices to adjust according to the outcome as measured by a variety of possible health metrics. A treatment that fails to work within a certain time could result in no payment owed.

Such agreements already exist, but government regulations and requirements prevent a larger number of people potentially interested in experimenting with them to even try. Some manufacturers are required to offer Medicaid the "best," or lowest, price that they negotiate with any other buyer. However, in an outcomesbased system, the lowest price could be \$0. Medicaid rules would force all payments down to \$0, which is obviously un-

Even anti-corruption efforts pose a problem. The Anti-Kickback Statute seeks to prevent exchanges of value between manufacturers and other parties that might influence drug purchases, but it doesn't allow for payment models that rely on measures of value instead of volume. As Duke University researchers explain, an "arrangement between a device manufacturer and a provider wherein the manufacturer would agree to reimburse the provider's costs associated with hospitalization (or other medical services) resulting from a defective device ... implicates the AKS because OIG" - the Department of Health and Human Services Office of the Inspector General — "considers the reimbursement of potential ancillary costs to be 'remuneration' that can influence providers to purchase the device."

Outcome-based payment models aren't likely to be a panacea for a vast and complicated healthcare system. Innovators, however, can come up with new delivery and payment systems to meet the industry's need. As more gene therapy and other high-cost, one-shot treatments are developed, finding creative ways to make them accessible to the public could prove for many to be the difference between life and death.

Laws and regulations designed for the healthcare system of the past need to be updated and flexible enough to deliver emerging treatments to consumers. Politicians should ideally reduce the government's role in the healthcare market overall so that as-yet-unknown innovations are not similarly constrained in the future. Succeeding in that endeavor would make the need for health coverage much less important.

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

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The State of the Union address pushes an ambitious and bold agenda

The important work that the U.S. straight months of unemployment at or be-Small Business Administration (SBA) low 4 percent, including record-low levels does was validated by the president in his recent State of the Union address.

I believe Pres. Trump articulated an inspiring vision of American greatness. His speech was brimming with optimism, was deeply patriotic and unifying. The president laid out an ambitious and bold agenda against the backdrop of the recent remarkable jobs report that further showcases how good policies put forward by the

president and his administration are having impactful results. Entrepreneurs know the economy is front and center to our national leadership. A strong national economy allows small-business owners to confidently make critical decisions such as hiring new employees, buying new inventory or expanding into a second or third location.

The economic facts are looking pretty good right now for small-business expansion. The most recent jobs report showed 304,000 new jobs created in January a total of 5.3 million new jobs under this president. Nationally, we saw six consecutive months of wage growth at or above 3 percent. Wages are at an 11-year high with average hourly earnings rising by 3.2 percent in January. We have seen 11 among women, African-Americans, His-

panic-Americans, Asian-Americans, youth and blue-collar

There is a manufacturing comeback with more than half a million new manufacturing jobs created under Pres. Trump. Finally, and most important to the SBA, small-business optimism has risen to one of the highest levels in history. Last fiscal year

alone, more than 72,000 small-business loans, worth \$30 billion, were approved by the SBA nationwide.

I commend the president for offering a framework for bipartisan cooperation. Pres. Trump outlined a common-sense, inclusive agenda for improving the quality of life for all Americans. As the president noted, some of the most extraordinary accomplishments of the past two years occurred as a result of bipartisan cooperation. Examples include the recent Criminal Justice Reform bill and bipartisan legislation to fight the opioid epidemic.

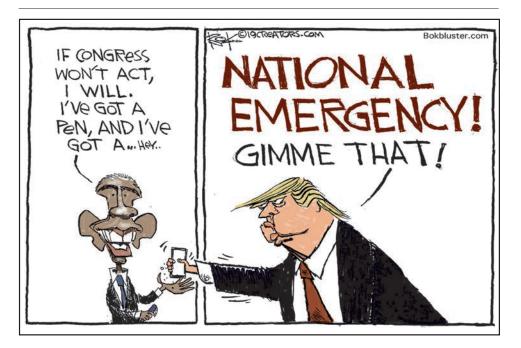
The president laid out a roadmap for expanded prosperity and greater security. He identified five critically important pol-

icy priorities that will expand prosperity in America, and promote peace at home and abroad. This agenda includes safe and legal immigration, protecting American workers with fair trade policies, rebuilding America by advocating for an infrastructure package that invests in vital national infrastructure projects, lowering the cost of healthcare and prescription drugs and strengthening national security.

I am proud that the president's State

of the Union address pushed an ambitious and bold agenda. Small business continues to drive our nation's economy and having a strong positive message presented by our president creates an environment that is good for business, especially for the entrepreneurial community.

Dan Nordberg is the SBA's Region VIII administrator and is based in Denver. He oversees the agency's programs and services in Colorado, Montana, Utah, North Dakota, South Dakota and Wyoming.



Opinion

Anti-Semitism is spreading through the Islamic world like a cancer

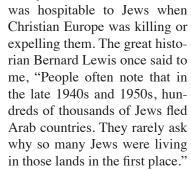
In recent weeks, attention has focused it wasn't always this way. In fact, through

of Congress, Ilhan Omar and Rashida Tlaib, both of whom are Muslim and have made critical statements about Israel and its most ardent American supporters. Their tweets and comments have been portrayed by some as not simply criticisms of Israel but rather as evidence of a rising tide of anti-Semitism on the new

I don't know what is in the hearts of the two representatives. But I believe that Muslims should be particularly thoughtful when speaking about these issues because anti-Semitism has spread through the Islamic world like a cancer. (Omar and Tlaib are not responsible for this in any way, of course, but they should be aware of this poisonous climate.)

In 2014, the Anti-Defamation League did a survey in more than 100 countries of attitudes toward Jews and found that anti-Semitism was twice as common among Muslims than among Christians, though it's far more prevalent in the Middle East than the Americas. It has sometimes tragically gone beyond feelings, morphing into terror attacks against Jews, even children, in countries like France.

on two freshman Democratic members much of history, the Muslim Middle East



In his seminal book, The Jews of Islam, Lewis points out that in the Middle Ages, when polemics against Jews were commonplace in the Christian world, they were rare in the Islamic world. In the early centuries of Islamic rule, he writes, there was "a kind of symbiosis between Jews and their neighbors that has no parallel in the Western world between the Hellenistic and modern ages. Jews and Muslims had extensive and intimate contacts that involved social as well as intellectual association — cooperation, commingling, even personal friendship." One shouldn't exaggerate the status of Jews back then — they were second-class citizens — but they were tolerated and encouraged to a far greater degree in Muslim societies than in Christian ones.

Things changed in the Muslim world It might surprise people to know that only in the late 19th century when, ac-

cording to Lewis, "as a direct result of European influence, movements appear among Muslims of which for the first time one can legitimately use the term anti-Semitic." Muslims worried that the British, who came to rule much of the Middle East, were favoring the small non-Muslim communities, especially Jews. Muslims began importing European anti-Semitic tropes like the notion of blood libel, and noxious anti-Semitic works started to be translated into Arabic, including the notorious *Protocols of the Elders of Zion*.

What supercharged all these attitudes was the founding of Israel in 1948 and the determination of Arab leaders to defeat it. In their zeal to delegitimize the Jewish state, men like Egyptian Pres. Gamal Abdel Nasser promoted all kinds of anti-Semitic literature and rhetoric. Arab states became vast propaganda machines for anti-Semitism, brainwashing generations of their people with the most hateful ideas about Jews. Even the supposedly secular president of Syria, Bashar Assad, declared in 2001 that Israelis were "trying to kill all the values of the divine religions, with the same mentality that brought about the betrayal and torturing of Christ and in the same way that they tried to betray the Prophet Muhammad." Religious states like Saudi Arabia were just as bad, if not

Decades of state-sponsored propaganda have had an effect. Anti-Semitism is now routine discourse in Muslim populations in the Middle East, and also far beyond. While some Arab governments have stepped back from the active promotion of hate, the damage has been done.

It should be possible to criticize Israel. As Peter Beinart has written, "establishing two legal systems in the same territory — one for Jews and one for Palestinians, as Israel does in the West Bank — is bigotry. ... And it has lasted for more than a half-century." It should be possible to talk about the enormous political influence of the American Israel Public Affairs Committee, or AIPAC. I recall senators privately worrying that if they supported the Iran nuclear deal, AIPAC would target them. (Of course, this is true of other lobbies and is not the only reason senators voted against the deal.) These are legitimate issues to vigorously debate and discuss in America, just as in Israel.

Unfortunately, by phrasing the issue as the two new representatives sometimes have, they have squandered an opportunity to further that important debate.

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

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The sky is falling, the sky is falling, according to my Democrat friends

The other day, with my wife's nose buried in paper and ink and my nose buried in my mobile device, I remarked, "Linda, I think your next vehicle should be a pickup." She immediately responded, "No!"

"But Linda, you'd look great in a

pickup, wearing a Stetson and cowboy boots and more importantly, you can be part of the Green New Deal."

Silence.

The genesis of this sparkling debate was an editorial in The Los Angeles Times titled "Laying out a Green New Deal." It details proposed legislation that has been introduced by Rep. Alexan-

dria Ocasio-Cortez (D-New York) in the House and Sen. Edward J. Markey (D- to take massive steps to control Mother Massachusetts) in the Senate. According Nature." (I paraphrased.) to the pair, there is a freight train barreling down on us and it's going to require massive taxes to prevent the calamity of climate change.

I do agree that getting Americans out of their cars (everyone but me, of course); switching the nation from fossil fuels to renewable sources of energy; seeking to recalibrate the nation's economy away from the things that may kill us; and reorienting us towards more sustainable means of production, transportation and daily living are admirable things.

I do believe that it is time for my wife to join the Green New Deal club — and I have the perfect way for her to do it: A company named Rivivan will begin production of a high-end performance electric

pickup truck in 2020. Wow! I can just picture my wife in her Stetson and cowgirl boots sitting behind the wheel. When I showed her a picture of the vehicle, courtesy of Forbes, she reiterated, "No way."

Rep. Ocasio-Cortez and Sen. Markey are now saying, "Folks, it's time to stop mess-

ing around with little things when it comes to climate control; we need

PEMBROKE

Man is creating climate change, but man does not have the power to significantly affect climate change. Man can build dikes. Man can use bicycles instead of cars and man can burn wood to heat his homes. What man cannot do is stop the next ice age.

The Democrats have flung down the gauntlets: "Do you support social justice?" or "Do you oppose poverty?" But the L.A. Times asks, "How do you fix those in a cautious, money-dominated, politically polarized, uncertain nation like

Hidden in the non-binding New Green Deal legislation is a paragraph that has nothing to do with climate change. The Democrats are calling for "highquality, union jobs" and guaranteed jobs for all. Immediately I wondered, "What would a guaranteed job program look like? How would it get paid for? What type of jobs qualify? How much would my taxes go up?"

The MAGA (Make America Great Again) hats are all over the place. To me, what's surprising about the phenomena is that it's our younger generation that are the ones wearing them. What really needs to happen for the younger generation to channel their enthusiasm into making our country great again is for them to make specific demands such as more personal freedom or a relaxation of the onerous taxes that the politicians have levied.

One long-term way to ensure that the kids become involved in the electorate is to teach them civics and American history in high school. Sadly, our K-12 administrators are not attracting enough science, math, technology and engineering teachers. Just imagine how important it would be for each high schooler to take a two-week class studying Alexis de Tocqueville's Democracy in America.

My Democratic friends are old really old — and must be given a pass when it comes to their ravings. With this I have picked up my lance and shield and embarked on a new quest. Just like Don Quixote's battles with those greatbig monsters on the horizon, I am going to battle those great-big monsters in my Democratic friends' minds.

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

What happens when you don't advertise?

VERY LITTLE!

AEROSPACE

from page 1

as tech and life sciences," said Ben Hart, GOED's deputy director. "It's in our best interest to ensure that they have the workforce they need to expand."

Rick Bouillon, associate vice president for workforce and economic development at SLCC, told the GOED board that trainees will receive a certificate upon completion of the program. Those already working at aerospace manufacturing companies will return to the company floors "and become such a higher-level value-add to the organization," he said.

"This type of training, this type of technology, is very specific to the types of tools, how the tools are organized and literally how they're laid out and presented to the type of work that needs to be done," he said.

While SLCC already provides training in composite materials, the aerospace assembly training "is really the next step," he said. "It will replicate the environment that those employees will see when they go back to their respective locations."

GOED documents indicate that SLCC will offer foundational training to students desiring employment as an entry-level technician. Training will focus on technical skills, safety, working in a team setting and with supervisors, and the importance of quality and other elements as trainees start on a career path in aerospace manufacturing.

Bouillon said the program's first cohort could be in place this month or in March. "That's the type of responsiveness that a community college can deliver. ... When it comes to workforce, with the driving and the input of collaborative corporate partners, we can get that turned pretty quickly," he said.

Steve Eckley of Boeing said all newly hired production workers at the company will go through the program.

"Our production rates are increasing, our employment levels are increasing. ... Our approach should be all the new shop floor mechanics, once they're hired, would almost immediately go through this program," he said.

"The purpose of that is to give them the strong foundational skills that Boeing, my training team, will take and advance more-technical projects and more technical-specific [activities] to the Boeing Co., and it's going to get them up to speed much quicker than we would otherwise. So it's really beneficial for us."

Eckley said similar programs exist elsewhere in the U.S. "We're kind of lagging, I think, in that department, quite frankly, but with

SLCC's partnership, we are getting back on track," he said.

Utah needs to get its training programs to the level already reached by sites that have had programs in place for up to 10 years, he said. Boeing has some potential projects "that could drive a significant amount of work, and we want to be positioned here locally to be ready for that and have a scalable program to support that, assuming it does happen," Eckley said. "[There are] a lot of 'ifs' in there, but if we're stagnant and don't do anything now, we're not going to be in a good position three to five years down the road."

Bouillon and others said the program represents collaboration among industry, education and government. Bouillon said SLCC designs training curriculum to meet the needs of all industries, including the high-growth aerospace industry.

"We work with industry. They tell us what they need. We don't tell them what they need," he said.

Jerry Oldroyd, chairman of the GOED board, said this economic opportunity grant is unique because it is going to another governmental agency, SLCC.

"That's not typically what we would see with an economic opportunity [grant]," he said. "The reason I feel this is important is because this is industry-driven. Workforce is a primary issue in the state right now. This is an opportunity to try to meet industry needs. This was brought in by industry, it was raised by industry, and this is the state of Utah trying to accommodate that kind of need."

SEVEN PEAKS

from page 1

al Management. "This well-established water park provides us with a unique opportunity as operators to continue property improvements, provide superior service and reciprocate the support the local community has given the park for so many years."

"We are thrilled to welcome Ken and his expert management team," said Nick Strong, marketing manager for Seven Peaks Waterpark. "Global Management Amusement Professionals' values reflect the same values that our business and surrounding community embrace, including integrity, quality and, of course, fun."

Global Management said that Seven Peaks will continue its longtime relationship with the Pass of All Passes, a pass that offers family entertainment, including professional and collegiate sporting events, theater and more. The Pass of All Passes has also added benefits for season pass holders in 2019, including discounts on food, beverages, cabanas and more at Seven Peaks, Global Management said.

GRAHAM

from page 6

is cutting corners. It sabotages the best practices and the best intentions. When everything is rush, rush, rush, cutting corners is inevitable. There is never enough time to execute perfectly. We settle for "good enough" and it isn't.

Cutting corners gives someone else a competitive advantage. Here are examples of what happens:

- A proposal is due tomorrow. "Just repurpose something you used last week."
- The presentation date gets pushed up. "Don't worry. Go ahead and wing it."
- There's no time for having the needed planning meetings. "Just squeeze it to one meeting."
- The intel isn't complete. "Run with what we've got."

Cutting corners puts salespeople at a major disadvantage. Tolerating or permitting it to occur taints their reputation, impairs performance and, ultimately, costs them sales. If you want to be increasingly successful, then make a commitment to execute perfectly.

Messing up a company's sales is easy and it doesn't take a lot of time or effort. It occurs without thinking.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of "Magnet Marketing," and publishes a monthly eBulletin, "No Nonsense Marketing & Sales Ideas."

CALENDAR

from page 14

UHCC members, \$10 for non-members. Details are at http://www.utahhcc.com/.

March 14, 8-9:30 a.m.

Professional Development:
"Inclusive: How the Best
Leaders Build Diverse and
Winning Teams," a Salt Lake
Chamber event. Speaker is Sara
Jones, president of InclusionPro.
Location is the Salt Lake
Chamber, 175 E. 400 S., Suite
600, Salt Lake City. Details are at
slchamber.com.

March 14, 8-11:30 a.m.

"Recordkeeping for Human Resources," an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

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

VENT, presented by the Women's Business Center of Utah and part of a speaker series

of entrepreneurs sharing stories of their failures in business and what they learned from them. Location is Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$5. Details are at slchamber.com.

March 14, 11:30 a.m.-1 p.m. March WIB Luncheon, a

Davis Chamber of Commerce event. Location is Oakridge Country Club, 1492 Shepard Lane, Farmington. Cost is \$20. Details are at davischamberof-commerce.com.

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

Networking Lunch, a Murray Area Chamber of Commerce event. Speaker is from Gosdis Law. Location is Mimi's Café, 5223 S. State St., Murray. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

March 14, 4:30 p.m.

"Wine and Whine," a South Jordan Chamber of Commerce event. Location is Wing Nuts, The District, 11580 S. District Main Drive, South Jordan. Details are at southjordanchamber.org.

March 14, 6-8 p.m.

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

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

"Digital Tools and Apps for Success," a SCORE event. Location is Sandy City Library, 10100 S. Petunia Way, Sandy. Free. Details are at https://www.sba.gov/tools/events.

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

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Mike Squires, government affairs director at Utah Associated Municipal Power Systems (UAMPS). Location is Anna's Restaurant, 4770 S. 900 E., Salt Lake City. Free unless ordering from the menu. Open to the public. Details are at murraychamber.org.

March 15, 8-10 a.m.

Utah Valley Chamber speed networking event. Location is SCERA Center for the Arts, 745 S. State St., Orem. Free. Details are at thechamber.org.

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

"Innovation Series: Human Interfacing — Hardware and Health," a Utah Technology Council (UTC) event focusing on the frontier of medical technology. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free. Registration can be completed at Eventbrite.com.

March 16, 10 a.m.-noon

"How Successful Entrepreneurs Validate New Ideas," a SCORE event. Location is Day-Riverside Branch Library, 1575 W. 1000 N., Salt Lake City. Free. Details are at https://www.sba.gov/tools/events.

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

Free Business Coaching, a West Jordan Chamber of Commerce event. Greg Cassat of the Zions Bank Resource Center will be available for consultation in 30-minute appointments. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at west-jordanchamber.com.

March 19-21

Healthier Rural West Summit, a Healthier WE event (along with founding sponsor Intermountain Healthcare) designed to find innovative healthcare solutions for residents living in the rural American West. Theme is "Transitioning from Crisis to Wellbeing." Event will feature presentations, interactive sessions, panel discussions and networking. Speakers include Lt. Gov. Spencer Cox; Dr. Marc Harrison, president and CEO of Intermountain Healthcare; David Kennedy, co-founder of the Bill Lane Center for the American West at Stanford University; Lynn Gallagher, cabinet secretary of health in New Mexico; and Hilary Franz, commissioner of public lands for the state of Washington. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$695 (\$349 for early-bird registrants). Details are at https:// healthierruralwestsummit.org/ events/2019/.

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

"Rock Your LinkedIn Profile with An Updated Bio and Headshot," a Business Women's Forum event. Speaker is Monte Wylie, group talent acquisition manager for Enterprise Holdings. Head-shot photos will be taken for \$45 by Melissa Majchzrak. Location is 50 West Club & Café, 50 E. Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

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

Southwest Valley Women in **Business.** Location to be announced. Cost is \$15 for members the day of the event, \$20 for nonmembers. Details are at south-jordanchamber.org.

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VOLUNTEER



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.

COAL MINES

from page 1

the BLM has been able to support the success of coal development on federal lands, including the Alton and SUFCO coal mines," the Interior Department said in a press statement. Secretarial Order 3348 made these actions possible by overturning the 2016 moratorium on all new coal leases on federal land, enacted at the end of the Obama administration. "The projects approved today will help foster Utah's continued economic expansion through access to premier natural resources in the most efficient and responsible manner possible," the statement said.

"American coal jobs matter," said acting U.S. Secretary of the Interior David Bernhardt. "Coal production on federal lands provides nearly 40 percent of our nation's coal. By approving these projects today, we will ensure that these mines are operational for years to come, providing well-paying jobs and affordable energy to the people of Utah."

The SUFCO underground mine currently produces about 5 million to 6 million tons of coal annually, according to the industry website Mining Technology. It has been producing coal since 1941.

In November, the BLM Utah state office held a compet-

itive sale of federal coal covering 2,114 acres 30 miles south of Panguitch near Alton. The tract contains about 40.9 million tons of in-place coal and an estimated 30.8 million tons of recoverable coal. Alton Coal Development's \$12.3 million bid was accepted by the agency and the recent approval allows the company to begin mining.

Utah's Republican members of the U.S. congressional delegation applauded the new approvals. "The previous administration tried to kill coal production in Utah but this administration is committed to bringing the industry back," said Sen. Mike Lee. "That's why coal production in Utah increased in 2017 for the first time in three years. These two new coal projects are a huge win for Utah jobs, Utah consumers and the Utah economy."

"This lease agreement will bring jobs and generate revenue to support the local economy in Kane and Garfield counties, while also protecting our natural resources," said Sen. Mitt Romney. "Responsible energy development is important to Utah's energy industry and rural economies, and I appreciate the cooperative efforts of the Bureau of Land Management and community partners to bring this project to fruition."

"The approval of new leases on federal lands in Utah reiterates that coal will remain a staple of power production in our country, and an important economic driver for local communities," said Rep. Rob Bishop. "Not only will this coal contribute to our nation's baseload power supply, it will provide nearly 500 direct and indirect Utah jobs and help fund education. I commend the department for ensuring our nation's federal lands are utilized in meaningful ways that contribute to our nation's energy security."

-CASH BUYER

"Alton Coal is an economic engine that provides good-paying jobs that benefit the entire region," said Rep. Chris Stewart. "This lease is a big win for my constituents. It will allow for additional growth and create more jobs that can support families year-round. I'm grateful for the leadership of acting Secretary Bernhardt on this issue."

"I am glad to hear about this lease, which will bring new jobs and opportunities to southern Utah," said Rep. John Curtis. "I look forward to working with acting Secretary Bernhardt, and the administration more broadly, on policies that ensure a safe and reliable energy system for all Americans."

The coal industry on public lands in Utah contributed \$748 million in total economic output in fiscal year 2017, according to figures from the University of Utah Bureau of Economic and Business Research.

