

## OF NOTE



### Not gonna be Moxy

Despite rumors to the contrary, Utah native David Neeleman will not name his new airline — which was announced late last year — after the corporate entity that will run the operation. Instead, the Utah-based carrier will go by the moniker Breeze Aviation. Breeze will be Neeleman's fifth airline start-up and he expects to have planes in the air by the end of the year.

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*Solar panels soak up the sun at the Sage Power Plant in Rich County, near the Idaho border. Utah in 2017 accounted for 4.1 percent of total U.S. solar generation, part of a five-fold jump in electricity from renewable sources in the state since 2008, according to a new report from the University of Utah's Kem C. Gardner Policy Institute.*

## Gardner report: Utah energy landscape changing rapidly

**Brice Wallace**  
*The Enterprise*

Utah's energy industry supports 76,425 jobs in the state, but the industry is in the midst of substantial changes.

A report released last week by the University of Utah's Kem C. Gardner Policy Institute and using 2017 figures shows that the energy industry contributed \$9.4 billion in Utah GDP — \$4.9 billion directly, \$4.5 billion indirectly — and paid \$4.3 billion in earnings into the Utah economy.

But the authors of the report said Utah is subject to rapid advancements in technology and global energy changes, among other factors, that are prompting a new landscape for Utah energy.

For example, coal production in 2017 was 40 percent lower than 2008 levels, and the share of fossil fuels in power generation shrank from 98 percent to 86 percent during that period. Meanwhile, electricity gen-

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## Hill AFB impact still rising, now tops \$3.7 billion

The economic impact of Hill Air Force Base continues to take off.

The base last year had a total impact of \$3.7 billion on Utah's economy, up from \$3.6 billion reported for 2018 and \$3.4 billion reported for 2017, according to the base's economic analysis. The figures include payroll, expenditures and the dollar value of jobs created.

The report showed Hill had a payroll of \$1.43 billion, about the same as in 2018, and annual expenditures of \$811 million, up from \$760 million. Hill also created about \$1.47 billion in indirect jobs, up from \$1.38 billion in 2018.

The report showed 27,650 total personnel within Hill Air Force Base, including 5,705 military, 5,292 military dependents and 16,653 civilians. In 2018, the base had 25,709 total personnel, including 5,788 military, 3,621 military dependents and 16,300 civilians.

Salaries in 2019 included a total of \$315 million for military, \$1 billion for civilians, and \$13.9 million for non-appropriated fund contract civilians and private business.

see **HILL AFB** page 19

## Salt Lake firm begins shipping coronavirus test

Salt Lake City-based Co-Diagnostics has launched a research-use-only (RUO) test for the new coronavirus (renamed COVID-19 last week by the World Health Organization) under its CoPrimer brand. Responding to a worldwide demand, the company said the test, named Logix Smart 2019-nCoV, is now available for sale and is being shipped to laboratories, hospitals and other institutions around the globe.

Last week, the U.S. Centers for Disease Control in Atlanta reported that the deadly virus had been diagnosed in over 60,000 people worldwide, including at least 15 in the United States. Dozens of other suspected cases in the U.S. are waiting test results.

More than 1,350 people have died of the virus in China, where the disease originated.

Co-Diagnostics' launch announcement came just two weeks after the firm said it had developed the test and was in the process of assuring its effective performance for detecting the disease and that it meets the requirements of a large and growing market for coronavirus detection.

The test was designed using the company's proprietary processes, including the CoDx Design software system, to rapidly identify and verify the most optimal target on the COVID-19 genome, the company said. Co-Diagnostics believes that the test's unique design will provide enhanced ac-

curacy when detecting the presence of the coronavirus, including improved specificity over tests designed on a different platform.

"Increased specificity is one of the hallmarks of tests built using our patented CoPrimer platform," said Dwight Egan, CEO of Co-Diagnostics. "Leveraging our proprietary design process and software has allowed us to quickly move this product from design into commercialization, and to do so with the confidence that our high-quality product meets our goal of providing an effective, much-needed global di-

see **VIRUS TEST** page 2



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# Newmark Knight Frank market report points to high transaction dollar volumes

Commercial real estate company Newmark Knight Frank (NKF) has released its 2019 Utah Year-End Market Report, which finds that the Wasatch Front commercial real estate market continued to perform strongly last year.

New industrial construction in Salt Lake County totaling 4.1 million square feet was delivered to the market in 2019, and 7.6 mil-

lion square feet was under construction at year-end, the report said. The delivery of new construction in 2019 provided relief to an undersupplied market where the direct vacancy rate had hovered below 3 percent for the past two years. Davis and Weber counties experienced one of their largest jumps in lease and sale values year-over-year to date. Just over

2 million square feet was under construction in Utah County and the direct vacancy rate ended at 3.4 percent for 2019.

Demand for office space in Salt Lake County remained strong in 2019 as vacancy dropped 128 basis points, with construction reaching new records at 3.5 million square feet currently underway. The number of owner-user

sales increased 100 percent and total transaction square feet increased 234.4 percent from 2018 to 2019. In the Tech Corridor, net absorption remained even with 2018 at a positive 1.8 million square feet for 2019 as well. Utah County saw a dramatic increase in net absorption and leasing, while Davis and Weber counties' overall combined vacancy dropped from 6.7 percent at year-end 2018 to 6.1 percent at year-end 2019.

Utah's retail market along the Wasatch Front is evolving, according to the report. The shuttering of major players such as Sears, Shopko and Payless across the valley drove down net absorption and increased direct vacancy. By contrast, mixed-use redevelopment projects are flourishing. The market is proving its adaptability, resulting in stable lease rates of \$17.60 per square foot and a 3.9 percent increase in the number of lease transactions.

The Utah investment market remained robust in 2019, posting an annual total dollar volume of

\$2.52 billion. The overall price-weighted cap rate ended 2019 at just under 6 percent, a decrease of 19 basis points from 2018. The office investment sector performed strongly in 2019, posting one of the highest annual dollar volume totals of all time. Industrial properties are still highly sought after but little product is available to purchase. The multifamily market experienced a precipitous drop in total dollar volume of 50.1 percent from 2018 to 2019.

On the retail investment side, interest in single-tenant triple-net leased assets and grocery-anchored centers remained solid.

Demand for multifamily land, both apartment and townhomes, remains high throughout Salt Lake County. Well-suited industrial sites are becoming scarce, pushing pricing up 7.8 percent from year-end 2018. Developers are watching how the office market reacts and absorbs the current construction before land banking any future office developments.

## Everee appoints Brett Barlow as new CEO

Everee, A Salt Lake City payroll software company for small- and medium-sized businesses, has appointed Brett Barlow as CEO. Barlow has over 25 years of business experience and most recently was chief brand officer at Pluralsight. He also held senior leadership roles at Skullcandy and Hewlett-Packard.

As CEO, Barlow will focus on the overall business vision and performance, go-to-market planning, growth strategies, product development, partnerships and company culture, the company said in a release.

Founded in 2018, Everee's platform includes an embedded timeclock, mobile app, automated payroll runs and simplified manager verifications. Its Pay Your Way feature allows people to choose to get paid daily, weekly or on-demand.

"I'm thrilled to be joining Everee. We're giving people access to the money they've earned

more quickly, so they can avoid devastating payday loans and exorbitant credit card rates," said Barlow. "There's no reason in 2020 to be paying people the same way we have for the last 50 years. Everee's platform simplifies payroll for our customers and eases employees' financial stress by empowering them to choose when they get paid. We're disrupting an industry that's lacked innovation for too long."

Barlow joins Everee co-founder Ron Ross, who serves as president and chief operating officer and has more than a decade of experience working in financial and accounting roles.

"We're changing the way people think about payday, and with Brett's leadership, we're going to help businesses everywhere improve the experience for their employees," said Ross. "His expertise building best-in-class go-to-market strategies and brands

that people love will be invaluable as we grow. He's taken two companies from startup stage to IPO, and we know his experience will allow us to help millions of people more quickly."

Everee also announced that Greg Woodward has joined its board of directors. Woodward has more than 20 years of financial leadership and merger and acquisition experience. He was most recently chief financial officer at Sorenson Media and Pluralsight. Woodward was formerly a senior vice president for HGGC, a middle-market private equity firm based in the San Francisco Bay Area.

"I joined Everee's board because I'm confident in its leadership team and deeply believe in its mission," said Woodward. "I've seen first-hand how an archaic pay cycle doesn't work for all employees. It's broken, and with Brett at the helm of the company, Everee is poised to fix it."

## Coal Country grants awarded

The Utah Coal Country Strike Team recently awarded two \$75,000 grants to Price and Castle Dale as part of its economic redevelopment initiative. The new funds support the team's primary initiatives to assist with regional economic diversification and renew existing residential and commercial assets with programs such as downtown beautification, tourism infrastructure and other development priorities.

"We continue to be immensely grateful for the efforts of the Utah Coal Country Strike Team," said Danny Van Wagoner, mayor of Castle Dale. "With these new funds, we will keep doing the necessary work of building up Castle Dale City and creating a bright future for our citizens."

The Utah Coal Country Strike Team was created by the Utah Legislature and is led by the Kem C. Gardner Policy Institute at the University of Utah. It was funded with a \$3.5 million budget, including funding from the Alliance for the American Dream and a \$500,000 appropriation from the Legislature, to help Carbon and Emery counties diversify their economies and retrain their workforces. The multi-disciplinary strike team started work in October 2018 and is focusing on raising incomes of 10,000 households by 10 percent by the end of 2020.

Supporting research gathered by the Strike Team shows

that economic diversity with a tourism focus has been successful in other coal communities, including revitalizing downtown districts and development of the arts. The lack of infrastructure, inadequate marketing and inadequate workforce training are barriers to tourism development in rural communities, which this new funding will be used to rectify.

"On behalf of Price City, I wish to express our sincere gratitude to the Utah Coal Country Strike Team for their continued support," said Mike Kourianos, mayor of Price. "We greatly value this investment and will ensure its use in helping our community prosper."

## VIRUS TEST

from page 1

agnostic solution in an emergency situation. As a result of our rapid development, we have already received requests from customers in countries across the world to purchase tests.

"Sales and shipments of products will be fulfilled from our Utah headquarters to customers who have the capacity to utilize RUO products to slow the spread of this epidemic," Egan said.

Co-Diagnostics stock prices jumped over 35 percent early last week in response to the announcement that the test was being shipped. Stock volume surged seven-fold mid-week.

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# Utah's Simplus acquired by Indian firm in \$250 million deal

Infosys, a huge consulting organization based in India, that works with clients as they implement complex software integrations, has announced the acquisition of Salt Lake City-based Simplus. Simplus is a major partner of Salesforce, a global cloud computing company that develops customer relations management solutions and provides business software on a subscription basis.

The tech media is reporting the sale price is \$250 million and that the deal will close within 30 days.

Founded in 2014, Simplus itself has a long history of making its own acquisitions. Since the third quarter of 2016, it has acquired BaldPeak Consulting, EDL Consulting, Basati, CRM

Manager, CirrusOne, and Square Peg.

According to Simplus, it has completed over 2,000 successful Salesforce projects and is in the top 1 percent of all Salesforce implementation partners based on customer service ratings.

The Simplus purchase is the largest acquisition Infosys, which is the first Indian company to be traded on New York Stock Exchange, has ever made.

Simplus CEO and co-founder Ryan Westwood and all of the current executive team will remain with the company under the new ownership.

Ravi Kumar, president of Infosys said, "Simplus will be a valuable addition to the Infosys family. Complementing our industry knowledge and existing Sales-



Utah's Salesforce customer relations management partner Simplus, headquartered in the historic Clift Building in downtown Salt Lake City, has been purchased by India consulting firm Infosys for a reported \$250 million.

force footprint with their strong presence in key markets, deep Salesforce consulting and advisory expertise will help accelerate the transformation journey of incumbent companies."

"We are thrilled to be partnering with the Infosys team," said Westwood. "We have viewed this partnership from a culture-first lens from the beginning, and we believe that the alignment of our company values and the preservation of our company DNA will allow us to accelerate growth and together become the strongest and most respected partner in the Salesforce ecosystem."

Infosys said it is acquiring Simplus as a way to quickly expand its enterprise cloud capabilities and presence across the U.S. and Australian markets. In addition to its Salt Lake City headquarters, Simplus has operations in San Francisco and San Clemente, California; Chicago; Boston; and Atlanta. It also has Australian offices in Sydney and Melbourne, and an office in Manila, Philippines.

## Eskelson named Visit Salt Lake president and CEO

Visit Salt Lake (VSL), the organization tasked with attracting and providing support to conventions, leisure travelers and visitors to the Salt Lake City area, has announced the appointment of Kaitlin Eskelson as its new president and CEO, the fourth individual to hold the position in the organization's 36-year history. Eskelson will assume her new role on March 16.

"We are so fortunate to have had a long history of highly qualified people leading Visit Salt Lake and, as a search committee, we wanted to make sure we did ev-

erything in our power to continue that legacy. We're confident Kaitlin will continue that tradition," said Taylor Vriens, chair of VSL's board of directors and the search committee that chose Eskelson. "Kaitlin's energy, vision, industry knowledge and tremendous preparation set her apart in the end. We had a very thorough, national search and received incredible interest in Salt Lake from a host of extremely talented and capable candidates. We are excited to welcome Kaitlin to the helm of Visit Salt Lake and are confident she will help move our destination forward to new heights."

"I am thrilled to be a part of the Visit Salt Lake team and am honored to be in this role, which is both exciting and surreal," said

Eskelson. "Salt Lake is an incredible destination; it's an incomparable combination of urban ethos and mountain mantra paired with world-class community, culture and cuisine. I look forward to sharing the Salt Lake story with the world."

Eskelson's career within the visitor economy is extensive and varied, including a seven-year stint with VSL from 2006-2013 as director of tourism sales and marketing. Following her initial time with VSL, Eskelson was the director of partner relations and international strategy for the Utah Office of Tourism from 2013-2017 and, most recently, executive director of the Utah Tourism Industry Association. Early in her career, Eskelson spent time with the

Park City Chamber & Visitors Bureau.

Eskelson also sat on U.S. Travel's ESTO Development Team and Brand USA's Executive Marketing Committee and received U.S. Travel's 2017 Best Cooperative Marketing Program award as well as VSL's 2009 Dianne Nelson Binger Sales Leadership Award. In 2019, she authored the Utah Hospitality & Tourism Management Career Technical Education curriculum placing an emphasis on workforce development within high schools.

Eskelson received a bachelor of business administration degree from the University of Minnesota and a master of public administration degree from the University of Utah.



Kaitlin Eskelson

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# Wells Fargo Survey: Optimism softens slightly among small-business owners

Small-business owner optimism softened a bit for their businesses and future expectations in the latest Wells Fargo/Gallup Small Business Index. Respondents also indicated attracting new customers continues to be a key challenge, as many owners share plans of how they will garner more business this year.

Conducted Jan. 3-10, the survey showed a 10-point decrease in overall optimism. One indicator underscoring this dip in optimism is the finding that fewer small-business owners (24 percent) are planning on adding jobs or positions at their companies this year — lower than last quarter. However, more than 80 percent of owners said their current financial situation is somewhat good or very good, and 84 percent said the same would be the case 12 months from now. Additionally, 64 percent of busi-

ness owners said they expect their revenues over the next 12 months to increase a lot or a little and 81 percent say their company's cash flow will be very good or somewhat good over the next 12 months.

When asked about the current state of the U.S. economy, 67 percent rated it as either good or excellent (representing a 4-point increase from last quarter), yet only about a quarter of business owners say the U.S. economy affects their business a great deal.

"It's promising to see that, in general, business owners remain optimistic," said Elli Dai, head of the Small Business and Personal Lending Group at Wells Fargo. "As we look ahead to the rest of the year, it's helpful to know what's impacting their businesses and the decisions they are looking to make. Only when we understand our customers can we better support their financial

goals and continued growth."

The survey also focused on owner sentiment pertaining to attracting customers and new business — a top challenge that has been highlighted consistently each quarter. When asked if business owners have more trouble attracting new customers or retaining existing customers, 82 percent said attracting new customers is the bigger problem. The biggest challenges business owners face when trying to attract new business included the basics of finding and then retaining new customers, creating the right mix of advertising and marketing, dealing with competition for customers, keeping prices low, customer service and staffing and having enough money to run the business effectively.

When asked to think ahead to the next 12 months and what actions they would take in order to attract and retain custom-

ers, business owners highlighted increasing networking opportunities (65 percent), obtaining customer feedback (52 percent), increasing social media presence (51 percent), updating their website (49 percent) and increasing spending on advertising and marketing (38 percent).

The survey focused on the growing importance of online user reviews of their business. Over half of small-business owners (53 percent) have access to online user reviews and 69 percent of those business owners say these user reviews are extremely or very important to their business. Two-thirds of owners with access to online reviews say they encourage their customers to post positive reviews, and about the same percentage say they post responses to online reviews where necessary.

"Digital marketing now can play a major role for small-business success, allowing them to

engage with customers directly through social media, get real-time customer feedback, and build their online reputation with customer reviews," said Linda Soldatos, head of Wells Fargo's Small Business Marketing. "Investment in managing their online presence can have a great payoff for small businesses in attracting and retaining customers."

Technology was cited as the second-highest-ranked challenge, at 10 percent in the first quarter survey, including cybersecurity issues and keeping up with the latest technology and computer updates. Taxes were also rated as a top challenge at 10 percent.

Results for Wells Fargo/Gallup Small Business survey are based on web interviews with 600 small-business owners. Beginning in the second quarter of 2019, interviewing transitioned from outbound phone data collection to a national small-business web opt-in panel provider.

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## Midvale medtech buys Georgia company

Midvale based healthcare staffing management software company CHG Healthcare has acquired LocumsMart, a temporary medical staffing management system firm located in Norcross, Georgia. The temporary physician business is called locums tenens and LocumsMart markets a vendor management system (VMS) for the industry. The combined company will now handle both permanent and temporary medical staffing.

"This acquisition combines the power of CHG — the company who founded the locum tenens industry 40 years ago and still leads it today — with LocumsMart, the leading locums

VMS solution that transformed the way clients use a VMS to manage their business," said Scott Beck, CEO of CHG Healthcare. "This will create an unmatched experience for our clients."

"CHG Healthcare has long been the gold standard for locum tenens staffing because of the quality of their providers and the service they offer their customers," said Aaron Paul, CEO of LocumsMart. "We're excited to use our technology to enhance the experience for CHG customers, while continuing to serve our healthcare clients across the country."

LocumsMart will remain a standalone brand in the CHG family of companies.

CHG owns five healthcare staffing companies: CompHealth, Weatherby Healthcare, Global Medical Staffing, RNnetwork and Foundation Medical Staffing. The CHG family of companies places more than 15,000 providers worldwide, serving 28 million patients each year.

CHG also acquired Modio Health, a cloud-based credentialing and career management solution for healthcare providers and organizations, in 2019.

Founded in 1979, CHG employs more than 3,000 people throughout the United States.

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# CORPORATE FINANCIAL REPORTS

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

## USANA

USANA Health Sciences Inc., based in Salt Lake City, reported net income of \$30.8 million, or \$1.41 per share, for the fourth quarter ended Dec. 28. That compares with \$32.3 million, or \$1.32 per share, for the same quarter a year earlier.

Net sales in the fourth quarter totaled \$271.3 million, down from \$299 million in 2018.

For the full year 2019, the company reported net income of \$100.5 million, or \$4.41 per share, on sales of \$1.06 billion. That compares with \$126.2 million, or \$5.12 per share, on sales of \$1.19 billion in 2018.

USANA develops and manufactures nutritional supplements, healthy foods and personal care products that are sold directly to associates and preferred customers in several countries.

"Our fourth-quarter results were stronger than expected and allowed us to finish the year strong," Kevin Guest, CEO, said in announcing the results. "Our performance was driven by a better-than-expected response to promotions we offered during the quarter, as well as improved general momentum in many of our markets around the world, including China."

Guest acknowledged "the evolving situation in China" related to the spread of the coronavirus.

"While the Chinese New Year holiday typically affects our first-quarter results, we expect an additional negative impact this year as a result of the coronavirus and the related impact on our business and consumer spending in China," he said. "Notwithstanding the expected impact to our near-term results, we remain confident in our China business and our long-term opportunity in this important market."

The short-term impact of those events "is difficult to estimate at this time, but are expected to meaningfully affect our first-quarter and full-year 2020 results," he said.

## Myriad Genetics

Myriad Genetics Inc., based in Salt Lake City, reported a net loss of \$8.3 million, or 11 cents per share, for the fiscal second quarter ended Dec. 31. That compares with net income of \$2.6 million, or 3 cents per share, for the same quarter a year earlier.

Revenue in the most recent

quarter totaled \$195.1 million, down from \$216.8 million in the year-earlier quarter.

Myriad Genetics discovers and commercializes molecular diagnostic tests that determine the risk of developing disease, accurately diagnose disease, assess the risk of disease progression and guide treatment decisions.

"Revenue in the fiscal second quarter fell short of expectations largely due to the prenatal business," R. Bryan Riggsbee, president and CEO, said in announcing the results. "Prenatal cash collections were negatively impacted by issues in billing operations that occurred during the transition of the home-grown Counsyl billing system to an industry-standard system used by Myriad. We are in the process of implementing a number of initiatives focused on improving cash collections, have made several organizational changes to bolster growth and are evaluating additional initiatives."

"Despite recent payer-related headwinds, we continue to see significant near-term prospects to drive increased revenue and I am highly focused on returning Myriad to a position of sustained long-term profitable growth."

## Varex

Varex Imaging Corp., based in Salt Lake City, reported a net loss of \$1.3 million, or 3 cents per share, for the first fiscal quarter ended Jan. 3. That compares with net income of \$3 million, or 8 cents per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$200.1 million, up from \$185.7 million in the year-earlier quarter.

Varex designs and manufactures X-ray imaging components, which include X-ray tubes, digital detectors and other image processing solutions that are key components of X-ray imaging systems. The company employs approximately 2,000 people at manufacturing and service center sites in North America, Europe and Asia.

"We had strong revenue growth in the first quarter driven by higher global sales of CT tubes and products for oncology, dental and airport baggage screening applications," Sunny Sanyal, CEO, said in announcing the results.

"Partially offsetting this were lower sales of radiographic digital detectors and mammography products. Since the start of this fiscal year, we have renewed a number of multi-year pricing agreements with key customers, including our largest customer, Canon Medical Systems Corp."



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## Business Tech

### Share tech: Give a ride, get a ride; rent a condo, rent out your condo

Technology is constantly evolving. From the current trends to the newest breakthroughs, technology is far from stagnant. This fluid nature can lead to almost anything and has brought us some of the biggest tech companies to date.

One of the biggest current trends is based on sharing technology.

And one of the biggest companies evolving from this share-tech trend — and one that everyone knows about — is Uber.

If somehow you have been able to go this long in life and not learn about Uber, it is a ride-sharing mobile application that allows you to share your car with others for money — essentially an on-demand taxi.

From the drivers' side, they are able to use their car to drive others to their desired destinations for a fee. Drivers can work whenever and wherever they want and have a great way to earn money on the side.

For the riders, it is now easier than ever to get a ride to anywhere

you want — no more waiting in line for a taxi or trying to convince your friends to take you somewhere. Riders can also use Uber Pool, which is a carpooling option that allows the driver to pick up multiple riders and drop them off in order of destination. This is a cheaper option for the rider and also a great way to reduce the number of cars on the road.

Uber took this sharing concept and has turned it into an amazingly impressive company. Uber currently has 110 million users worldwide and 4 million drivers. Its most recent valuation has valued the company at over \$90 billion. This simple, yet ingenious idea, has proven how helpful and profitable share-tech can be.

Uber is great but can be very time-consuming and having to drive people around isn't always the most fun. If you are one of those people that would still like to make some money off of a car you already own but would prefer

less work and human interaction, Turo is the car-sharing app that's perfect for you.

Turo is attempting to turn the car-renting process upside down. You no longer have to wait in line at the rental company waiting to see what car you got stuck with. With Turo, you can browse through hundreds of cars in the area you're looking at and choose the exact vehicle you want.

The cars available on Turo drastically vary. Vehicles can range from a 2009 Toyota Tacoma for \$24 a day in Las Vegas to a 2018 Rolls Royce Dawn for \$1,198 a day in Los Angeles. With that wide range of vehicles, you are bound to find the exact vehicle you are looking for.

Turo has recently surpassed 10 million registered users and over 400,000 vehicles available for rent. While they are a ways away from the numbers Uber is reporting, this vehicle-sharing platform is already valued at over \$1 billion and is going to only keep on growing, just like the share-tech trend.

While Uber and Turo help

you share your vehicle for a profit, Airbnb helps you share your spare room or entire house for some easy money. Airbnb, just like other sharing-based companies, is actually quite simple. All you do is post your shared room, private room or entire house online along with rules, pricing and pictures. Once posted, you can accept bookings and arrange the guests' stay.

For example, a shared room sleeping two people in Salt Lake City can fetch up to \$509 a month, a private room can bring in up to \$754 a month and an entire house sleeping up to six people can bring in up to \$1,729.

If you are worried about renting out your house to strangers, you can have some peace of mind knowing that Airbnb covers every booking with \$1 million in property damage protection and another \$1 million in accident insurance. So, you can list confidently with the other 650,000-plus Airbnb hosts.

Airbnb is another sharing-based technology that has broken the billion-dollar valuation — and it did it early. It is already valued

at over \$38 billion. Part of what has helped Airbnb grow so fast is its strong sense of community. The company prides itself on creating a memorable experience with (or without) the local host, something a hotel concierge is unable to offer.

The last sharing-based technology discussed in this article is a new and relatively unknown sharing opportunity. It is called Pavement. Pavement is a service like Turo and Airbnb but helps you rent out your available parking. As a host, you can post the available parking spots you have, times and dates of availability and their cost per minute/hour. Pavement is a great way, like every other share-tech, to make extra money.

As a customer of Pavement, you can reserve a parking spot in advance in the area you're looking for. For example, if you're headed to a concert, sports event or dinner, you can have a guaranteed spot waiting for you. This

see TECH page 18



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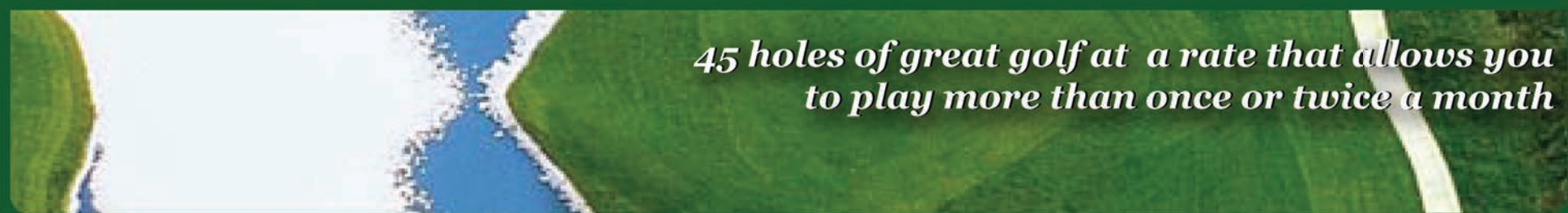
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# WISE FINANCIAL PLANNING

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## WHAT YOU SHOULD KNOW IF YOU HAVE A PENSION PLAN

Some of the largest employers in Utah have traditionally included pensions, also known as Defined Benefit or Cash Balance plans, for employee retirement. These kinds of plans are nearly extinct now. However, they use to be commonly used by employers for tax and retirement strategy decades ago.. Pension plans pay retirees a set amount of money monthly for the remainder of their life.

When it comes to collecting pension money, you will likely have two options. You can either use the company's monthly sum or take a one-time, large distribution and roll it into an IRA. If you have a pension plan and are nearing retirement, or if your company is one of the many now discontinuing this type of plan, you will have to consider which option is best for you and your family.

This answer is not always easy, and counsel from a knowledgeable retirement planner is highly recommended. Nevertheless, there are many benefits that stem from choosing the lump sum option when collecting your pension money. Consider these five factors as you make your decision.

### VIABILITY

Viability of pension-type accounts depends on markets, interest rates, and company solvency. During the recession years around 2008, many companies were forced to reduce payments to retirees. When you decide to take the company's monthly payout, you grant control of your money to someone else and their investment decision process.

### LONGEVITY

Pension plans are designed to pay out only until your death date, although a few may continue until the death of your spouse. Regardless, any fund balance is then kept by the company for other employees. When you pass away, your beneficiaries will not receive inheritance money that may still remain in the account. If leaving money for your children is a priority, you may want to consider rolling the lump sum into an IRA.

### INVESTING FOR LARGER RETURN

Gains or losses in a pension plan do not affect you as the retiree, which means there is less risk if you accept the monthly payouts. However, if you are willing to assume a little risk, you will also have greater potential for return. With a lump sum IRA rollover, you have investing options that could allow you to earn above average returns.

### INFLATION

When you are on a fixed income, inflation becomes a significant factor. As inflation rises, your pension money may buy less and less each year. On the other hand, investing your lump sum wisely can protect you against the rising cost of living.

### TAXES

When you are in control of your pension assets through an IRA, there is more flexibility to influence your tax bill each year. This can help minimize the effect that taxes have on your overall portfolio.



When you choose a lump sum payout at retirement, you are given power to invest that money how you choose. As circumstances change, you can decide to take more or fewer funds. If there is money remaining when you pass, your heirs inherit all balance funds.

Because each individual situation is different, it is essential to consult with an expert advisor as you consider how to collect your pension or other retirement money. To review YOUR unique situation, contact our advisors at TrueNorth Wealth for a consultation.



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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](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## CAPITAL

• **Divvy**, a Lehi-based spend-and-expense management company, has announced the formation of **Divvy Capital**, a real-time funding solution for businesses in need of fast, flexible capital. Divvy said it will allow business leaders, through automatic pre-approval, to bypass the application process and gain instant access to the funds they need to grow their businesses. Eligible Divvy users are pre-approved for Divvy Capital.

## COMMUNICATIONS

• **Comcast** has appointed **Nelson Duckett** as area vice president for Comcast Utah, part of the company's Mountain West Region that includes Colorado, New Mexico and Arizona. Nelson has more than 20 years of experience in the industry, most recently serving as director of technical operations for Comcast California.



Nelson Duckett

## CORPORATE

• The board of directors of **USANA Health Sciences Inc.**, Salt Lake City, has authorized share repurchases of up to \$130 million, which includes \$30 million remaining under the share repurchase authorization as of Dec. 28, 2019. Repurchases may be made from time to time, in the open market, through block trades or otherwise, subject to applicable rules of the Securities and Exchange Commission. The number of shares to be purchased and the timing of purchases will be based on market conditions, the level of cash balances, general business opportunities, and other factors.

## DIVIDENDS

• The board of directors of **SkyWest Inc.**, St. George, has declared a quarterly dividend of 14 cents per share. The dividend will be paid April 6 to shareholders of record March 31. SkyWest Inc. is the holding company for SkyWest Airlines and SkyWest Leasing, an aircraft leasing company.

• The board of directors of **People's Utah Bancorp** has declared a quarterly dividend of 14 cents per common share. The dividend is payable Feb. 18 to

shareholders of record Feb. 10. It continues the over-50-year trend of paying dividends by the company. People's Utah Bancorp is a \$2.4 billion bank holding company for Altabank.



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## ECONOMIC INDICATORS

• **Utah** has the nation's No. 9 **healthiest economy**, according to **SeniorLiving.org**, based on data from the U.S. Bureau of Labor Statistics and Bureau of Economic Analysis. The rankings were determined by analyzing data pertaining to unemployment rates, wages and gross domestic product in every state. The findings ranked Utah No. 2 (tie) for unemployment rate, No. 27 (tie) for change in unemployment from 2015-19, and No. 28 for per capita gross domestic product. The top-ranked state is Massachusetts. The worst-ranked state is Mississippi.

## EDUCATION/TRAINING

• **Weber State University's** Department of Dental Hygiene is partnering with the **University of Utah School of Dentistry** to elevate learning opportunities for dental students and dental hygiene students and provide care to underserved populations in Northern Utah. The partnership will allow both programs to extend comprehensive care to Utahns with limited access to dental services, such as low-income families, blind, disabled, 65 and older, those living in rural areas, and Medicaid patients. During the academic year, five dental students from the University of Utah and five dental hygiene students from Weber State will regularly visit the partnering campus to work in cross-disciplinary teams, providing patient care and simulating private dental practice. Interprofessional education focuses on teaching students how

to provide team-based, collaborative care for better patient health.

• **WGU Labs Inc.**, an affiliate of Western Governors University, Salt Lake City, has announced a product and market development agreement with education technology company **MajorClarity**. As part of the partnership, WGU Labs will develop content for interactive career simulations and provide support for MajorClarity's market expansion. Rather than having students read about careers or watch videos, MajorClarity engages students with career "test drives" through career-specific projects designed to give students a deeper understanding of different careers to help them determine which roles might be a good fit.

## EXPANSIONS

• **Galileo Financial Technologies**, a Salt Lake City-based payments platform company that powers fintech companies, financial institutions and investment firms, has opened offices in Mexico City.



Tory Jackson

**Tory Jackson**, Galileo's in-country manager for Mexico, has relocated from the company's headquarters in Salt Lake City to lead the new office.

## LAW

• The shareholders of **Durham Jones & Pinegar**, Salt Lake City, have elected nine attorneys to the firm's board of directors: **Mark L. Astling**, **Brad R. Cahoon**, **James D. Gilson**, **R. Blake Hamilton**, **Richard M. Hymas**, **Jeffrey M. Jones**, **N. Todd Leishman**, **Joshua E. Little** and **Kevin R. Pinegar**. They will serve for one year, managing the firm. Astling is a member of the firm's Business & Finance section and advises a variety of corporate and pass-through entities and individuals on federal and state tax issues. Cahoon is a member of the firm's Litigation section. His practice focuses primarily on environmental law. Gilson is a member of the firm's Litigation section. He practices general business litigation and represents businesses and individuals in white-collar criminal defense matters. Hamilton is a member of the Litigation section. He practices civil rights litigation and governmental entity defense. Hymas is a member of the firm's Litigation section. His practice focuses on employment law and business litigation. Jones is a member of the firm's Business & Finance section. His practice concentrates on corporate and

securities matters. Leishman is a member of the firm's Business & Finance section. His practice concentrates on corporate and business law. Little is a member of the firm's Business & Finance section. He represents public and private companies in a broad range of corporate finance and business combination transactions, as well as providing general legal advice to public and private companies. Pinegar is a member of the firm's Business & Finance section. His practice emphasizes corporate and securities law.

• **Fabian VanCott**, Salt Lake City, has elected its 2020 board of directors: **Jason W. Hardin**, **James C. Waddoups**, **Joan M. Andrews**, **Nora K. Brunelle** and **Scott R. Sabey**. The firm also appointed **Kyle C. Jones** as its new managing shareholder. Sabey and Jones are new members of the board. Hardin was elected president of the firm for the third year.



Scott Sabey



Kyle Jones

## RECOGNITIONS

• **Impartner**, a Salt Lake City-based channel management platform company, has announced that **Impartner PRM for Microsoft Dynamics 365** earned best new product award in the **2020 BIG Innovation Awards**, presented by the **Business Intelligence Group**.

• Two Utahns have been named the state's top youth volunteers of 2020 by the **Prudential Spirit of Community Awards**, conducted by **Prudential Financial** in partnership with the **National Association of Secondary School Principals (NASSP)**. **Sydney Ward**, 17, of Salem, and **Owen Hughes**, 13, of Bountiful, earned the award for outstanding acts of volunteerism. Each will receive \$1,000, an engraved silver medalion and an all-expense-paid trip in early May to Washington, D.C., where they will join the top two honorees from each of the other states and the District of Columbia for four days of national recognition events. Ward was nominated by Salem Hills High School. Hughes was nominated by Bountiful Junior High School. Program judges also recognized four other Utahns as finalists: **Ashlyn Anderson**, 17, of Provo; **Lily Hawkins**, 18, of Salt Lake City; **Kate Herbert**, 18, of Lehi; and **Brianna Smith**, 17, of St. George.

## RESTAURANTS

• **HallPass**, described as Utah's first food hall, has opened at 153 S. Rio Grande St. in The Gateway in Salt Lake City. It has more than 11,000 square feet of communal dining and chef-driven fare. It features eight restaurants and two bars. It is open for dinner, with lunch service to follow soon. It is anchored by **SkinnyFATS** and includes **Waffadopolis**, **Beer Zombies Tap Room & Beer Garden**, **Blaze of Thunder**, **Raining Ramen**, **CodSpeed**, **Hibachican**, **Colossal Lobster**, **Guac Pusher** and a password-protected speakeasy.

## RURAL UTAH

• The **Utah Coal Country Strike Team**, which serves Carbon and Emery counties by raising incomes and diversifying the economy, has awarded two \$75,000 grants to **Price City** and **Castle Dale City** as part of its economic redevelopment initiative. The new funds support the Strike Team's primary initiatives to assist with regional economic diversification and renew existing residential and commercial assets with programs such as downtown beautification, tourism infrastructure and other development priorities.

## SERVICES

• **The Buckner Co.**, Salt Lake City, has announced a partnership with **Roger Armstrong** and expanded its operations by opening an office in Newport Beach, California. The office will be known as **Armstrong Buckner Insurance Services**. The Buckner Co. now has eight offices in Utah, Idaho, Colorado and California. The brokerage provides insurance, employee benefits, bonds and risk management.

• **Avetta**, an Orem-based supply chain risk management company, has appointed **Indy Chakrabarti** as chief marketing officer and **Aaron Wattam** as chief human resources officer. Chakrabarti will lead the marketing and strategy efforts at Avetta. He has more than 15 years of experience working in the financial, technology and energy industries. Wattam is responsible for all people-related strategies for Avetta's global employees. He



Indy Chakrabarti



Aaron Wattam

see BRIEFS next page

# Industry Briefs

from previous page

has more than 25 years of human resources experience and has led people strategy and global human resources teams in technology, oil and gas, distribution and logistics, and manufacturing organizations.

• **Assisted Living Locators** has launched a franchise in Salt Lake City. Assisted Living Locators provides no-cost guidance in locating quality assisted living options — including in-home care, independent living, assisted living, memory care and

retirement apartments — throughout south Salt Lake City, including the Murray, Holladay, Draper, Lehi and Provo areas. The company generates revenue from the referral fees paid by the providers in its network. The new franchise owner is **Karen Hall**.

## TECHNOLOGY/LIFE SCIENCES

• **Qualtrics**, a Salt Lake City-based customer experience company, has appointed **Brian Stucki** to lead the Qualtrics CustomerXM business. He will be responsible for leading the global strategy, growth, delivery and operations of



Brian Stucki

Qualtrics' customer experience offerings. Stucki joined Qualtrics in 2015. He previously was head of global customer success. Prior to Qualtrics, he was a management consultant at Bain & Co. overseeing CX engagements for various global and Fortune 500 clients.

• **Pluralsight Inc.**, a Farmington-based technology skills platform company, has appointed **Angela Han** as its first chief customer officer. Han will be responsible



Angela Han

for expanding the global post-sale function for Pluralsight, including customer success, customer support and services. Han has nearly 20 years of customer success and services experience, most recently serv-

ing as chief customer officer at PlayerLync. She held a variety of executive roles focused on customer lifecycle management with several technology companies, including SendGrid, Ping Identity and Concur SAP.

• **Lingotek**, a Lehi-based translation technology company, has appointed **Mark Hjerpe** as chief revenue officer. Hjerpe has more than 20 years of enterprise local-

ization and revenue management experience. He has lived, worked and led teams in Latin America,



Mark Hjerpe

Asia and Europe. Prior to joining Lingotek, Hjerpe served as vice president of global sales and marketing at RWS Life Sciences.

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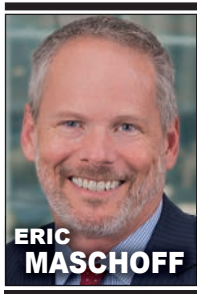
## Legal Matters

### Best practices for employee confidentiality and proprietary rights agreements

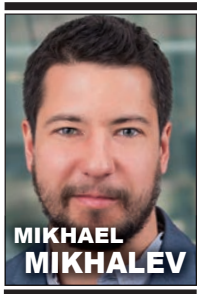
William Shakespeare once said, "Better three hours too soon than a minute too late." While the advice is offered in a different context, the words hold equal importance in the implementation of a corporate intellectual property (IP) strategy or policy.

Beginning early is particularly important when establishing a relationship

with new employees and other third parties, such as contractors, suppliers, joint-development partners, and even customers. For example, in the United States, an invention created by an employee or an independent contractor is owned by that employee or contractor, regardless of compensation paid. Thus, it is important that any and all agreements for services, including employment agreements, contain clauses specifying who owns the intellectual property rights in any work product created during a relationship.



**ERIC MASCHOFF**



**MIKHAEL MIKHALEV**

Since employees or independent contractors are the primary source of a company's intellectual property, an important early start is to specify ownership rights in intellectual property in writing at the onset of the employment relationship. Such an agreement, often referred to as an "Employee Confidentiality and Proprietary Rights"

agreement (or similar) sets forth an employee's obligations and rights with respect to any intellectual property created by the employee during her course of employment. At a minimum, the agreement is a contract that grants the employer ownership rights to inventions created or conceptualized by the employee (or contractor) during the employment relationship. Ideally, it also requires the employee to promptly disclose any invention to the employer, to "assign" (legally transfer) ownership rights in the invention to the employer and to

assist the employer in obtaining a patent in the invention. Moreover, such obligations should persist even if the employment relationship ends.

In addition to inventions, the agreement should accommodate ownership of other forms of IP as well. For example, terms should specify that works of authorship created within the scope of employment will be considered works made for hire under the Copyright Act, and thus owned by the employer. Ideally, the agreement assigns to the employer all work product related to the employer's business and contemplated business that is created by the employee, including discoveries, proposals and ideas.

While ownership of IP is critical, such agreements ought to address additional rights and obligations as well. For example, during a typical employment relationship an employee has access to an employer's confidential information and trade secrets, such as business processes, research, business and marketing strategies, potential transactions, pending negotiations, know-how, software design,

financial and pricing information, security procedures, algorithms and customer information. The agreement should clearly specify an employee's obligations and duties regarding this type of valuable information, including an acknowledgment of a duty to keep the information confidential and the circumstances of when, how and to whom disclosure of confidential information is permissible. Ideally, the agreement also provides guidance about steps the employee must take to protect confidential information from inappropriate use or disclosure.

Other provisions might also be included in a Confidentiality and Proprietary Rights agreement — again, with the objective of having a clear understanding between employer and employee sooner rather than later. Such terms may vary depending on the nature of the employer's business, the anticipated responsibilities of the employee, and even applicable state law(s). For example, a waiver and release of claims concerning an employee's rights of publicity and privacy if the employer plans to use the employee's name, voice, likeness-

es or biographical information for marketing, advertising or publicity purposes might be warranted. If the employer business involves software development, the agreement might specify circumstances under which the employee may or may not utilize code subject to open source license restrictions.

While the agreement is primarily concerned with obligations of the employee during employment, it also should address obligations that remain post-employment. As noted above, the employee's confidentiality obligations should survive termination of the employment relationship, regardless of the reason for termination. Ideally, the agreement should specify a procedure to minimize the risk that the employee may disclose confidential information following termination of employment, such as by requiring the employee to return all confidential information in the employee's possession immediately on termination of employment or

see **LEGAL MATTERS** page 14

## SOME OF THE GREATEST IDEAS START HERE.

A full-service Intellectual Property firm with 45 attorneys and offices in the technology-focused regions of Utah and California, Maschoff Brennan provides legal counsel and representation to the world's most innovative companies. Our attorneys are known for having the breadth of experience and the forward-thinking insight needed to handle our clients' IP business challenges.

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# Calendar

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

## **Feb. 18, 8 a.m.-4 p.m.**

**“Managing Conflict,”** part of the Salt Lake Community College Frontline Leader Workshop Series and designed to cultivate skills to increase proactive communication and decrease the presence of conflict in the workplace. Location is SLCC’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

## **Feb. 18, 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](http://davischamberofcommerce.com).

## **Feb. 18, 11:30 a.m.-1 p.m.**

**Southwest Valley Women in Business.** Location is Towers II Building, 10421 S. Jordan Gateway, fourth floor training room, South Jordan. Details are at [southjordanchamber.org](http://southjordanchamber.org).

## **Feb. 18, noon-1 p.m.**

**“Lunch & Learn: The Essentials of Branding: It’s More than a Logo,”** a Park City Chamber/Bureau event for members only. Speaker Hilary Reiter of Redhead Marketing & PR will discuss “The Essentials of Branding: It’s More Than a Logo.” Location is Blair Education Center, Park City Hospital, 900 Round Valley Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

## **Feb. 19, 8-10 a.m.**

**M.A.C.H. Speed Networking,** a Murray Area Chamber of Commerce event. Location is Residence Inn by Marriott, 171 E. 5300 S., Murray. Free with pre-registration (required). Details are at [murraychamber.org](http://murraychamber.org).

## **Feb. 19, 8:30-11 a.m.**

**“Customers Forever: Keep More Customers, Make More Money,”** a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, 9750 S. 300 W., Sandy. Cost is \$10. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Feb. 19, 11 a.m.-1:30 p.m.**

**2020 Nubiz Economic Forecast.** Speakers are Orn

Bodvarsson, dean of the Bill & Vieve Gore School of Business, Westminster College; TJ Gies, vice president and senior advisor consultant, Franklin Templeton; and Brad Mortensen, president, Weber State University. Location is The Monarch, 455 25th St., Ogden. Cost is \$49. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **Feb. 19**

**Small Business Development Center (SBDC) Workshops,** including “Quickbooks” and “Tax Planning” at 5:30-6:30 p.m. and “Simple Steps” at 6:30-8 p.m. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Feb. 19, 6 p.m.**

**“Rumbl, Your New Social Media Secret; Get Google Verified,”** a Silicon Slopes event. Speaker is Emmarie Whitaker. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

## **Feb. 20, 7-8 a.m.**

**“Breakfast on the Hill,”** a Utah Valley Chamber event with Utah County legislators. Location is State Capitol Building, Hall of Governors, 350 S. State St., Salt Lake City. Free (registration is appreciated). Details are at [thechamber.org](http://thechamber.org).

## **Feb. 20, 8 a.m.-5 p.m.**

**Employer Tax Workshop,** a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, 9750 S. 300 W., Sandy. Cost is \$12. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Feb. 20, 9-10 a.m.**

**“Coffee With Clancy,”** a Women’s Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah. Speaker Claudia McMullin, owner of Huge Coffee, will discuss “Creating a Charitable Model in Your Business.” Location is Hugo’s Coffee Shop, 1794 Olympic Parkway, Park City. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

## **Feb. 20, 9-10:30 a.m.**

**“Understanding the Role of Intellectual Property in the Academic Research Environment,”** presented by the University of Utah Center for Technology & Venture Commercialization. Speaker is Molly Kocialski, director of the

Rocky Mountain Regional U.S. Patent and Trademark Office. Location is Moot Courtroom at the S.J. Quinney College of Law at the University of Utah, 383 S. University St. East, Salt Lake City. Free. RSVPs can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Feb. 20, 11:30 a.m.-1:30 p.m.**

**“Diversity & Inclusion in Tech: More Than Just a Policy,”** a Silicon Slopes event. Panel moderator is Clark Newell, Queer Tech SLC leader. Panelists are Sara Jones, CEO, Inclusion Pro; Michael Deninno, consumer and investment management, Goldman Sachs; Neelam Chand, senior vice president and diversity and inclusion officer, Zions Bank; Emma E. House, director of diversity and inclusion, officer of the mayor in Salt Lake County and CEO of Brighter Day Productions LLC; and Elle Griffin, editor-in-chief, *Utah Business* magazine. Location is Goldman Sachs, 222 S. Main St., Salt Lake City. All participants are required to register by Feb. 18. Details are at [siliconslopes.com](http://siliconslopes.com).

## **Feb. 20, 11:30 a.m.-1 p.m.**

**“Multiplying Lasting Profitable Relationships,”** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **Feb. 20, 11:30 a.m.-1 p.m.**

**Annual Athena Award Ceremony,** a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$20. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## **Feb. 20, 11:30 a.m.-1 p.m.**

**“Lunch & Learn,”** a Murray Area Chamber of Commerce event. Speaker is Al Richards. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$25. Details are at [murraychamber.org](http://murraychamber.org).

## **Feb. 20, 5-8:30 p.m.**

**Annual Awards Gala 2020,** a ChamberWest event. Theme is “Calling All Troops: Operation ChamberWest.” Hall of Fame Award recipient is West Valley City Mayor Ron Bigelow. Location is Maverik Center, 3200 S. Decker Lake Drive, West Valley City. Three finalists and winners in five award categories will be announced. Details are at (801) 977-8755 or [chamber@chamber-west.com](mailto:chamber@chamber-west.com).

## **Feb. 20, 6-8 p.m.**

**“The Ins and Outs of Google My Business,”** a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Feb. 21, 7:30-8:30 a.m.**

**“Eggs & Issues,”** a Murray Area Chamber of Commerce event. Speaker is Phil Heck of the Central Valley Water Recycling Facility. Location is Mimi’s Café, 5300 S. State St., Murray. Free unless ordering breakfast. Open to everyone (chamber membership not required). Details are at [murraychamber.org](http://murraychamber.org).

## **Feb. 21, 8 a.m.-6 p.m.**

**35th Annual Investor’s Choice Venture Capital Conference,** a VentureCapital.org event. Luncheon keynote speaker is Jon Huntsman Jr., former Utah governor and former U.S. ambassador to China and Russia. Location is Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Event is preceded by Feb. 20, which includes a ski and snowboard day at Snowbird Ski Resort, 9385 Snowbird Center Drive, Snowbird; and an investor reception 6-8 p.m. at the Zions Bank Founders Room, 1 S. Main St., Salt Lake City. Registration can be completed at [www.ic-2020.eventbrite.com](http://www.ic-2020.eventbrite.com).

## **Feb. 21, 8-10:30 a.m.**

**Third Friday Speed Networking,** a South Jordan Chamber of Commerce event. Location is Megaplex at the District, 3761 W. Parkway Plaza Drive, second floor, South Jordan. Cost is \$10. Details are at [southjordanchamber.org](http://southjordanchamber.org).

## **Feb. 21, 10 a.m.-4 p.m.**

**“Meet the CGs” Event,** a Mountainlands Area Plan Rooms networking event that is a face-to-face business development event for subcontractors and suppliers to meet generals. Location is Hilton Garden Inn, 1731 S. Convention Center Drive, St. George. Details are at [www.meetthegcs.com](http://www.meetthegcs.com) or by contacting Mike Luke at [mike@maprutah.com](mailto:mike@maprutah.com) or (801) 288-1188.

## **Feb. 22, 7-9 a.m.**

**“Eggs & Issues,”** a Utah Valley Chamber event featuring legislators discussing issues related to the 2020 legislative session. Location is Utah Valley Hospital, Sorenson Tower, Ashton Auditorium, 1134 N. 500 W., Provo. Free. Details are at [thechamber.org](http://thechamber.org).

## **Feb. 22, 8-9:30 a.m.**

**Legislative Round-Up,** a South Jordan Chamber of Commerce event. Location is Riverton Hospital, 3741 W. 12600 S., Riverton. Details are at [southjordanchamber.org](http://southjordanchamber.org).

## **Feb. 22, 9:30 a.m.-4:30 p.m.**

**“Spice Kitchen Incubator: Food Entrepreneur Roundtable 2020,”** providing an opportunity to meet with and learn from food industry experts on topics related to business startup and scale-up. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$15 for Spice Kitchen participants, \$20 for the general public. Details are at [wbcutah.org](http://wbcutah.org).

## **Feb. 25, 11:30 a.m.-1 p.m.**

**Women in Business Luncheon,** an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 4455 25th St., Ogden. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **Feb. 25, 11:45 a.m.-1:30 p.m.**

**Wasatch Business Series February Lunch.** WBS is a collaboration of the Holladay, LGBTQ+, Murray, Sugarhouse and South Salt Lake chambers of commerce; the Millcreek Business Council; and the Utah Independent Business Coalition. Location is 210 E. 400 S., Salt Lake City. Cost is \$20. Details are at [murraychamber.org](http://murraychamber.org).

## **Feb. 26, 7:30-8:30 a.m.**

**Coffee Connection,** a Holladay Chamber of Commerce event. Location is Coffee & Cocoa, 6556 S. 3000 E., Cottonwood Heights. Details are at [holladaychamber.com](http://holladaychamber.com).

## **Feb. 26, 8:30 a.m.-12:30 p.m.**

**“Family and Medical Leave Act Essentials,”** an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

## **Feb. 26, 6:30-8 p.m.**

**“Simple Steps,”** a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Feb. 27, 11 a.m.-1 p.m.**

**“Marketing Roundtable,”** a Women’s Business Center of

**see CALENDAR page 15**



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# UTAH COUNTY UPDATE SPONSORED BY CENTRAL BANK

## American Fork: Getting ready for our future

It's no secret that our communities are growing as our Utah economy continues to thrive. In fact, according to University of Utah's Kem C. Gardner Policy Institute, Utah County is projected to increase by 177 percent from 2015 to 2065, making it the fastest-growing county in Utah. With the boom of Silicon Slopes and other industry giants moving into the community, it's no surprise the once-small towns and cities occupying our county are now burgeoning with opportunities. And, situated in the heart of it all sits American Fork. Centrally located along I-15 between Provo and Salt Lake City, American Fork is embracing its role as being the hub of North Utah County and preparing for the future.

### Readying the People of Our Community

Like many neighboring cities, American Fork has experienced unprecedented growth. Last year alone, the city issued 795 building permits, the most ever issued in a given year. Despite misconceptions of outsiders being responsible for the huge housing demand, data shows the majority of people moving into our communities are our own children and grandchildren. The fact that younger generations are moving back to American Fork is a testament to

the parents, teachers, leaders, businesses and neighbors who have shaped the community into a desirable location to live.

American Fork City also works closely with the school district to share assets like community gyms and pools, which better utilizes taxpayer money. American Fork City and our school district are also collaborating through a new program called Communities That Care (CTC), a national program that uses data and community involvement to target issues specific to the community. Through a cooperation among city, school, businesses and residents, youth who come from towns with a CTC program are 33 percent less likely to initiate cigarette use, 32 percent less likely to initiate alcohol use and 25 percent less likely to initiate delinquent behavior.

### Readying the City Employees of Our Community

American Fork has built a team of great city employees with forward-thinking attitudes. As a municipality, a city differs in many ways from a regular business or corporation. Cities can't measure success by profit margins or by counting the number of goods sold. But one measurement held in common with businesses is that of customer service. For city and businesses alike, they are only as good

as their employees, and American Fork has great employees. They work, they serve, they volunteer and they go the extra mile to accomplish goals while always looking for ways to improve. The American Fork community has also elected some of the very best to be city councilmembers. Our council is comprised of strong, independent, free-thinking members who show respect, thoughtfulness and understanding as they tackle difficult issues.

### Readying the Physical Space of Our Community

American Fork enjoys many wonderful businesses and continues to add more each year. Some notable businesses to announce are the Amazon Delivery Station, a 150,000-square-foot facility that will help speed up deliveries in the area and create hundreds of part-time and full-time jobs. Then there's Built Bar, a nutritional bar and powder drink company that has recently exploded in success though online sales alone. With their relocation in American Fork they will be able to grow their output by five times current production.

Finally, we are pleased to announce the construction of a new Class A office tower. The Utah Valley Tower, which will be located between the 500 East and Pleasant Grove Boulevard interchanges, will be one of the largest structures in the area and will offer a prime location for

commuters at either end of the valley. It will be all-glass, five stories and offer many amenities to the progressive businesses that operate there. American Fork is the only area in northern Utah County with a qualified Opportunity Zone, which is designed to help spur economic development and job creation. The Utah Valley Tower is located in American Fork's Opportunity Zone and will be the first office building to leverage this zone's capital gains tax savings.

Other capital and infrastructure projects include important east-west connectors through American Fork that will open up travel and reduce congestion. The city is also leveraging its partnership with MAG, the regional planning group, to begin design work on these crucial roads in the effort to alleviate traffic congestion. The city has also recently approved a transit-oriented development master plan for 500 acres surrounding the city's FrontRunner station. Working with UDOT and UTA, American Fork is looking to create a transit circulator that connects transportation hubs with businesses and will allow access to work, school and entertainment.

By utilizing the city's PARC (Parks, Arts, Recreation and Culture) funds, American Fork is also making great strides in readying the recreational and cultural spaces for the future. To date, PARC funds have provid-

ed \$4 million dollars in arts and recreational opportunities. With this money, the community has enjoyed more plays and performances by the Alpine Community Theater, the Timpanogos Arts Foundation and Fork Fest by the Harrington Center for the Arts. The city has also completed playgrounds, parking lots and pavilions, most notably, our regional Art Dye Sports Complex, which is opening this spring.

### Readying the Infrastructure of Our Community

The last way American Fork is readying for the future is in our infrastructure. Managing what goes under the ground is among the most important aspects of what a city does. The city is committed to improving and updating the critical infrastructure and is taking steps to update road plans and improving the remaining network. American Fork has also had tremendous success with its sewer slip lining program, which has allowed the city to hold off increasing sewer district rates for the residents.

American Fork is also committed to bringing broadband fiber to our residents and businesses. Fiber really is the next utility and American Fork boasts several fiber assets, like a network operating center and existing backbone fiber lines that place the city in an advantage over many other cities to provide fiber at affordable rates. The city plans on utilizing these assets to benefit the city, the residents and even other surrounding communities.

Mahatma Gandhi said, "The future depends on what you do today." Whether it's the people, the place or the infrastructure, American Fork is preparing for what lies ahead by making good decisions now. Growth is inevitable. Change is inevitable. American Fork City is committed to determining how to best guide that growth and change so it benefits the community, preserves the city's character and maintains our quality of life, while offering future generations opportunity to live, work and play.

Brad Frost spent six years on the city council of American Fork before his election as mayor. He was born and raised in American Fork and owns construction waste and landscaping companies. He is married with five kids and six grandkids.



The Class A office building Utah Valley Tower will be located between the 500 East and Pleasant Grove Boulevard interchanges in American Fork.

# Succeeding in Your Business

## The greatest motivator - and how to harness it

January is gone, and I'm willing to bet most of you have already given up on one or more of your New Year's resolutions.

The key to success with any resolution — personal, business or otherwise — is willpower. We all start out with the best of intentions, but when you set a goal and fail to reach it, it's nearly always because you quit at some point.

Once you have set a goal for something, it all comes down to execution. Or, to use some other popular words from self-help literature:

- Dedication.
- Commitment.
- Persistence.
- Perseverance.
- Stick-to-itiveness.
- Pigheadedness.
- Ruthlessness.

Whatever name you assign to it (and before you wrinkle your nose in disgust, name one self-made billionaire who was not utterly ruthless getting there), this trait or quality is what separates the winners from the losers in life 99 percent of the time.

One of my all-time favorite quotes comes from Calvin Coolidge, president of the United States during the Roaring '20s: "Nothing in the world can take the place of persistence. Talent

will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts.



CLIFF ENNICO

Persistence and determination alone are omnipotent. The slogan 'Press On' has solved and always will solve the problems of the human race."

Or, if the thought that a Republican might actually be right about something makes you gag, here's one from Richard DeVos, the co-founder of Amway: "If I had to select one quality, one personal characteristic that I regard as being most highly correlated with success, whatever the field, I would pick the trait of persistence. Determination. The will to endure to the end, to get knocked down 70 times and get up off the floor saying, 'Here comes No. 71!'"

Whatever you call it, let's be clear about something: It's not fun. It is work, and work, by definition, is not fun. Anyone who tells you that you can reach a goal without suffering — that you can

actually lose weight while eating cupcakes — is lying to you, pure and simple.

I have written more than 15 books on topics ranging from selling on eBay to making partner at a law firm. I am proud of each and every one of them. But let me tell you something: Sitting before a blank computer screen and realizing you have to fill 300 pages before your publisher will pay you anything (or will demand a return of the advance, which you have probably already spent) is not fun.

Anything that is worth doing in life requires hard work, pain, suffering and sacrifice. Get over it, and get going.

In ages past, it was easier for people to accept this. Up until only a few decades ago, most people accepted the proposition that life was a vale of tears that had to be endured stoically so you could finally die and go someplace where maybe, perhaps, you could eat cupcakes while losing weight. Look at photos of people from the Victorian era. Notice how nobody smiles? People back then probably weren't much fun at parties (most of them would have viewed enjoying oneself too much as a sin), but they were tough; they never complained and they got an awful lot done. The idea that hard work, obstacles and

suffering is mankind's daily lot is a tough sell for us spoiled-rotten Americans of the second millennium who are (let's face it) a little too easy on ourselves. Where are the Puritans now that we really need them?

Nowadays we want everything including our work to be fun and entertaining — look at those Silicon Valley companies that create playrooms for their employees. If you really want to motivate your employees to work harder, fire a couple of low performers, very publicly, and watch what the rest do. It's not pleasant or nice, but, boy, does it work (if you have the right people).

If you lack the discipline to persevere in your work, your business or your life, here's a little self-motivation trick: Scare yourself silly. Instead of visualizing success (what all the motivational speakers tell you to do), visualize yourself failing miserably and suffering the worst-case consequences. If you want to lose weight, picture your doctor telling you that you have just developed

Type 2 diabetes and may need to have a limb cut off. If you need more revenue from your business, picture yourself selling your house, losing your spouse and moving into a tenement should your business fail.

One of the dirtiest secrets of life — an inconvenient truth — is that fear is a great — perhaps the greatest — motivator. Once you are haunted by the prospect of failure and have lost sleep by staring hard into the abyss, you will find inner resources of strength you never suspected you had, and creative solutions you wouldn't have thought of otherwise. As a friend of mine who climbs mountains says, "When you're hanging from a sheer cliff face 200 feet off the ground, you're not thinking about anything but handholds and footholds."

Cliff Ennico (crennico@gmail.com) is a syndicated columnist, author and former host of the PBS television series "Money Hunt."

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## LEGAL MATTERS

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within a specified timeframe. This might even include a written acknowledgment, signed on termination, that attests that the employee does not possess any confidential information, and all relevant employee property has been returned.

Finally, any Employee Confidentiality and Proprietary Rights agreement should comply with specific requirements of a given jurisdiction or state, which may specify unique limitations on what an employer may require of an employee with respect to ownership of IP and non-disclosure of confidential information.

To summarize, a careful and a robust statement of an employee's

obligations and duties — particularly those pertaining to valuable IP — is best obtained very early on in an employment relationship. This establishes a clear understanding between employer and employee, and avoids many complicated, painful and costly misunderstandings that may occur later in the relationship.

Eric Maschoff, a partner in the Park City office of Maschoff Brennan, is an expert on intellectual property law. He has extensive experience in patent preparation and prosecution, strategic counseling, licensing and IP portfolio management.

Mikhael Mikhalev, a partner in the Park City office of Maschoff Brennan, assists clients in defending their research and development investments by ensuring their intellectual property is protected.

## ZAKARIA

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of uncertainty and change, they are moving not left economically but right culturally. When there is a choice, right-wing populism almost always beats left-wing populism.

Those who have succeeded in this environment have tended to be politicians who appeal to the center and feel fresh and authentic: France's Emmanuel Macron, Canada's Justin Trudeau,

Greece's Kyriakos Mitsotakis. Other countries with left-wing parties in power, often in coalitions, remind us that the political landscape is complicated and ever-shifting, and it's hard to draw clear-cut lessons or rules.

One lesson is clear, however. This year's Democratic candidate needs to energize the party's voters and bring together its left and centrist wings. And no one has been able to do that yet.

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

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## CALENDAR

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Utah event. Speakers include Cara Jean, underwriting manager at KRCL, and Nai Kanell, who leads marketing efforts for SpaceIQ. Location is Kiln Lehi, 2701 N. Thanksgiving Way, Suite 100, Lehi. Cost is \$25 (ends Feb. 24), \$35, \$45 at the door. Details are at [wbcutah.org](http://wbcutah.org).

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

**Sandy Peak Awards 2020**, a South Valley Chamber/Sandy City event. Keynote speaker is Kristin Cox, executive director of the Utah Governor's Office of Management and Budget. Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, Sandy. Details are at [southvalleychamber.com](http://southvalleychamber.com).

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

**"Lunch & Learn,"** a Murray Area Chamber of Commerce event. Speaker is Ron Haycock, a management accountant at Pratt & LeFevre Corp. Location is Twigs Bistro & Martini Bar, 6223 S. State St., Murray. Cost is \$19 for members, \$25 for guests. Details are at [murraychamber.org](http://murraychamber.org).

### **Feb. 27, 3-4:30 p.m.**

**"Jump Start: Intro to Entrepreneurship,"** a Women's Business Center of Utah event. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [wbcutah.org](http://wbcutah.org).

### **Feb. 27, 6-7 p.m.**

**Small Business Development Center (SBDC) Workshops**, including "Legal Clinic," "Intellectual Properties Clinic" and "Accounting Clinic." Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

**"Eggs & Issues,"** a Murray Area Chamber of Commerce event. Speaker is Joseph Mittelman, assistant chief and fire marshal, Murray City Fire Department. Location is Mimi's Café, 5300 S. State St., Murray. Free unless ordering breakfast. Open to everyone (chamber membership not required). Details are at [murraychamber.org](http://murraychamber.org).

### **Feb. 28, 8 a.m.-4:30 p.m.**

**"PHR/SPHR Study Programs,"** an Employers Council event over five consecutive Fridays. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake

City. Cost is \$1,695. Details are at [employerscouncil.org](http://employerscouncil.org).

### **Feb. 28, 9 a.m.-4 p.m.**

**Entrepreneur and Investor Life Science Summit 2020**, presented by BioUtah and the University of Utah's Center for Technology & Venture Commercialization (TVC) and title sponsor Simpson Thacher. Keynote speaker is David Bearss, CEO of Tolero Pharmaceuticals. CEO panel includes Shawn Fojtik, CEO of Distal Access; Randy Rasmussen, president and CEO

of BioFire; and Brandi Simpson, CEO of Navigen. Location is Cleone Peterson Eccles Alumni House, University of Utah, Salt Lake City. Ski Day is Feb. 29 at Deer Valley Ski Resort, Park City. Details are at <https://eilifesciencesummit.org/>.

### **Feb. 29, 7:30-9 a.m.**

**"Bagels & Bills,"** a Utah Valley Chamber event. Location is Nebo School District Offices, 350 S. Main St., Spanish Fork. Free. Details are at [thechamber.org](http://thechamber.org).

### **Feb. 29, 8-9:30 a.m.**

**Legislative Round-Up**, a South Jordan Chamber of Commerce event. Location is University Health Center, 5126 W. Daybreak Parkway, South Jordan. Details are at [southjordan-chamber.org](http://southjordan-chamber.org).

### **Feb. 29, 9:30-11 a.m.**

**"Pancakes and Politics,"** sponsored by the American Fork Chamber of Commerce. Location is American Fork Hospital, 170 N. 1100 E., American Fork. Free. Details are at [thechamber.org](http://thechamber.org).

### **March 3, 9-10:30 a.m.**

**"Jump Start: Intro to Entrepreneurship,"** a Women's Business Center of Utah event. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [wbcutah.org](http://wbcutah.org).

### **March 3, 11:30 a.m.-1 p.m.**

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce

see **CALENDAR** page 17

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## Opinion

# Why does Uncle Sam keep doubling down on his spending addiction?

My fellow taxpayers, this is your quarterly warning that Uncle Sam is not a good steward of your money. The Congressional Budget Office just released its most recent 10-year projections for federal spending and revenues. The picture is not pretty.

A quick overview: This fiscal year, 2020, the federal government will collect \$3.6 trillion in tax revenues. But due to its spending addiction, the government will expend \$4.6 trillion. This means that the government will have to borrow \$1 trillion this year alone, in order to cover a deficit of 4.6 percent of GDP. This is the first trillion-dollar deficit not due to a global recession.

The money to fund the deficit comes from individual and institutional investors, both domestic and foreign. And for all the anti-China rhetoric out there, it's worth remembering that China is the second-largest foreign investor in our federal debt, right behind Japan. I guess that's one Chinese import the Trump administration doesn't seem to mind.

According to the CBO, this enormous

overspending will continue and *expand* over the next decade, from 21 percent of GDP to 23.4 percent. Revenue as a share of GDP is projected to grow from its current 16.4 percent level to 18 percent in 2030, or \$5.75 trillion. But that's not enough to cover the \$7.5 trillion the federal government will spend then, hence a projected budget deficit of \$1.74 trillion.

Because deficits accumulate, it's not surprising that our debt is growing. Debt held by the public will rise from 81 percent of GDP today to above 98 percent by 2030 — from \$17.2

trillion today to \$31.4 trillion then. When you add in the debt that Uncle Sam owes to other accounts within the government, like Social Security, you get a much bigger number.

All of the above, of course, assumes that the law as written today won't change. The CBO scores our budget outlook on the assumption that existing legislative provisions persist. However, everyone knows that some things *will* change. Congress will evade rules meant to limit spending, and — as always — it will indulge in a

bipartisan spending binge while refusing to let popular tax cuts expire.

This, in part, explains why deficits in this report are \$160 billion higher though 2029 than in the CBO's prior estimates. As the Committee for a Responsible Federal Budget explains in recent commentary about the CBO report, "The largest contributor to the projected increase is the appropriations package enacted in December, which included a permanent repeal of taxes enacted to finance the Affordable Care Act and the revival of various zombie extenders. That package added \$500 billion to deficits through 2029, with interest."

This time will be no different. There will be more spending and less revenue than projected. For instance, even if Congress is entirely under the control of Democrats, nobody really believes that they will let all of the middle-class tax cuts expire as planned in 2025. I would not be surprised if the Democrats even manage to extract some spending increases for low-income Americans from the Republicans in exchange for extending these tax provisions. Also, given an opportunity to adopt another bipartisan spending package that adds hundreds of billions of dollars to the

deficits, politicians on both sides of the aisle will shamelessly expose their spending addiction.

Then, of course, depending on the president's erratic behavior on trade, the effects of the trade war could have an even worse impact on the budget than currently projected. According to the CBO, the tariffs imposed over the past two years will reduce GDP in 2020 by 0.5 percent (or more than \$100 billion) and "reduce average real household income by \$1,277." The administration is happy to brag about the additional revenue collected from the tariffs, but there is a negative side to these import taxes, too.

Thankfully, the economy is doing well for now. This good performance is masking many of the ill effects, not just of the trade war but also of our overall fiscal situation. The reality, however, is that a growing economy during a time of peace should not be accompanied by growing deficits.

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

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## Nobody's meeting the Democrats' goal of uniting leftist and centrists

After the debacle of the Iowa caucuses, the old quip attributed to Will Rogers seems just right: "I am not a member of any organized political party. I am a Democrat."

Actually, that broad Democratic coalition encompassing Southern segregationists, working-class union members and Northern liberals used to be one of the party's electoral strengths. Today's coalition is much less ideologically diverse, but the central challenge remains to bring it together and energize voters.

The most worrying news out of Iowa for Democrats is that the voter turnout was far below that of 2008, when Barack Obama brought people out in record numbers. The 2020 turnout looks a lot like 2016 — not a year to emulate. Many Democrats have pinned their hopes on opposition to Donald Trump to galvanize the party. Iowa suggests that negative energy is not enough. (Republican turnout, by contrast, broke previous records for an incumbent, according to the Iowa GOP.)

Pete Buttigieg has pointed out that every time Democrats have won the White House in the past 50 years, "it's been with a new-generation figure who's not been marinating in Washington for a long time."

"Every time we've tried to go with the kind of safe, established, been-here-for-a-long-time kind of figure," Buttigieg told *GQ* last November, "we have come up short."

It is a reasonable conclusion. Jimmy Carter, Bill Clinton and Obama all won. Hubert Humphrey, George McGovern,

Walter Mondale, Al Gore, John Kerry and Hillary Clinton lost. (Michael Dukakis was an outsider who lost, suggesting that it is a necessary but not sufficient condition.)

The pattern also speaks to something distinctive about the party. As the saying goes, "Democrats fall in love, Republicans fall in line." The Republican Party remains a somewhat disciplined group of people focused on winning. Consider 2016, when almost all the candidates running against Trump believed that if he were the nominee he would, in the words of South Carolina Sen. Lindsey

Graham, "destroy the party." Once Trump was nominated, the party got squarely behind him, and today he enjoys a 94 percent approval rating among Republicans, according to Gallup.

Democrats, however, need to fall in love. They need someone to energize them to come out in droves. And that person has to feel like a transformative figure, someone who represents a new generation or new way of thinking. The problem with Buttigieg's argument is not that he's wrong about the history, but that his own candidacy — while remarkable and refreshing — seems to inspire older, whiter Democrats more so than younger and more diverse ones. The person most attractive to young Democrats remains Bernie Sanders.

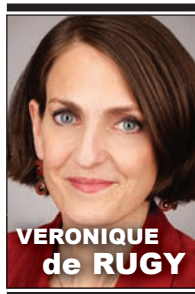
The problems with Sanders are obvious. The country is not nearly as left-wing as he is. It is easy to get seduced by the idea that he represents a new wave, that young people are more open to his ideas, that we

are entering a new world in which far-left ideas once considered unthinkable are now part of mainstream conversation. That same argument was made by Labour Party leader Jeremy Corbyn and his supporters in Britain's elections last December — and the party suffered its worst electoral defeat since 1935. It's not just in Britain. French Socialist Benoit Hamon pushed his party left and got only 6 percent of the vote in the 2017 presidential election. *New York Times* contributing columnist Anna Sauerbrey notes, "Across Western European countries, social democratic parties have gone from an average of well

over a third of the vote in the mid-'90s to about a fifth in recent years."

There are all kinds of explanations for why the left is doing poorly. The old base of working-class voters has been eroded. Many younger voters in Europe opt for Green parties. But above all, it seems to me, is the reality that the cutting-edge issues of today largely involve identity, chiefly immigration. Despite the global financial crisis, people are not embracing more radical left-wing solutions. In an age

see ZAKARIA page 14



VERONIQUE de RUGY



FAREED ZAKARIA



## CALENDAR

from page 15

event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### March 4, 9-11 a.m.

**"Starting Your Business 101,"** a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Room 114, 9750 S. 300 W., Sandy. Details are at <https://clients.utahsbdc.org/events.aspx>.

### March 4, 2-5 p.m.

**Utah Valley Job Fair 2020,** a Utah Valley Chamber event. Location is Utah Valley Convention Center, Exhibit Hall A, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

### March 4, 6-7:30 p.m.

**Entrepreneurship Lecture Series,** a South Valley Chamber event. Topic is "Shark Tank Behind the Scenes," with local businesses discussing their experience when they pitched on ABC's "Shark Tank." Panelists are Marti Wymer, CEO, Spoonful of Comfort; Dallas Robinson, CEO, Kisstixx; Frank Weston, CEO, InstaFire; and Pat Crowley, CEO, Chapul. Location is Salt Lake Community College's Miller Campus, Auditorium, Building 3, Sandy. Free. Details are at [southvalleychamber.com](http://southvalleychamber.com).

### March 5, 7-8 a.m.

**"Breakfast on the Hill,"** a Utah Valley Chamber event with Utah County legislators. Location is State Capitol Building, Hall of Governors, 350 S. State St., Salt Lake City. Free (registration is appreciated). Details are at [thechamber.org](http://thechamber.org).

### March 5, 7:30-9 a.m.

**Morning 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](http://ogdenweberchamber.com).

### March 5, 8:30 a.m.-12:30 p.m.

**"Compensation: Are Your Jobs Priced Right?"** an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### March 5, 5-7 p.m.

**Speed Networking,** a Park City Chamber/Bureau event.

Location is FiveSeeds, 1600 Snow Creek Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

### March 6, 8-9 a.m.

**Silicon Slopes Breakfast.** Speaker is Jim Gillespie, co-founder and CEO of GrayMatter. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at [silicon-slopes.com](http://silicon-slopes.com).

### March 6, 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](http://thechamber.org).

### March 6, 8-10 a.m.

**First Friday Face to Face,** a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor, The District, 3761 W. Parkway Plaza Drive, South Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### March 6, 11 a.m.

**World Leaders Forum,** presented by World Trade Center Utah, in partnership with the Tanner Humanities Center, and featuring Reshma Saujani, founder and CEO of Girls Who Code. Location is Kingsbury Hall at the University of Utah. Details to be announced.

### March 7, 7-9 a.m.

**"Eggs & Issues,"** a Utah Valley Chamber event featuring legislators discussing issues related to the 2020 legislative session. Location is Utah Valley Hospital, Sorenson Tower, Ashton Auditorium, 1134 N. 500 W., Provo. Free. Details are at [thechamber.org](http://thechamber.org).

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

**Legislative Round-Up,** a South Jordan Chamber of Commerce event. Location is Jordan Valley Medical Center, Administration Conference Room, 2460 Pioneer Parkway, West Valley City. Details are at [southjordanchamber.org](http://southjordanchamber.org).

### March 10, 8 a.m.-4 p.m.

**"Effective Business Writing,"** part of the Salt Lake Community College Frontline Leader Workshop Series and designed to help people understand the elements needed to get messages read in this modern world of competing information and develop essential skills that translate to any form of business writing. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

### March 10, 9-10 a.m.

**"Coffee With Clancy,"** a Women's Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women's Business Center of Utah. Location is Millcreek Coffee Roasters, 657 Main St., Salt Lake City. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

### March 10, 10:30 a.m.-8 p.m.

**Intermountain Growth and Ski Conference,** an Association for Corporate Growth (ACG) Utah event. Keynote speaker is Paul Ahlstrom, managing director and founder of Alta Ventures. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at [acg.org/utah](http://acg.org/utah).

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

**Wasatch Business Series March Lunch.** WBS is a collaboration of the Holladay, LGBTQ+, Murray, Sugarhouse and South Salt Lake chambers of commerce; the Millcreek Business Council; and the Utah Independent Business Coalition. Speaker is Peter M. Ferriello, senior wealth advisor with Mollot & Hardy Inc. Wealth Advisors. Location is Kimi's Oyster & Chop House, 2155 Highland Drive, Salt Lake City. Cost is \$22. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

### March 11, 5-7 p.m.

**"Business After Hours,"** an Ogden-Weber Chamber of Commerce event. Location is Hippie Skin, 2424 Wall Ave., Ogden. Free for chamber mem-

bers and first-time guests, \$10 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### March 12, 11:30 a.m.

**"What's Up, Up North?"** a ULI (Urban Land Institute) Utah event focusing on the state of development in Davis and Weber counties. Speakers are Chris Roybal, economic development director, Northern Utah; Ogden Mayor Mike Caldwell; Brigham Mellor, Farmington economic development director; and Thaine Fischer, owner of Fischer Regan Enterprises. Location is The Monarch, 425 25th St., Ogden. Cost is \$35 for ULI members, \$50 for nonmembers (\$15 extra day of the event). Details are at [utah.uli.org/events/](http://utah.uli.org/events/).

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

**Women in Business Luncheon,** a Davis Chamber of Commerce event. Location to be announced. Cost is \$20 for members, \$30 for guests. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### March 13, 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](http://ogdenweberchamber.com).

### March 17, 8 a.m.-4 p.m.

**"Effective Business Writing,"** part of the Salt Lake Community College Frontline Leader Workshop Series and

designed to help people understand the elements needed to get messages read in this modern world of competing information and develop essential skills that translate to any form of business writing. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

### March 17, 8:30 a.m.-12:30 p.m.

**"Americans with Disabilities Act Essentials,"** an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### March 17, 11 a.m.-1 p.m.

**"Business Women's Forum: Cultivating Strength, Bravery and Confidence."** Speaker Robyn Reynolds, chief marketing communications officer at University of Utah Health, will discuss her atypical journey to professional growth and engage attendees in exercises to identify their own strengths and core beliefs. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$30 for members, \$40 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

### March 17, 11:30 a.m.-1 p.m.

**Business Alliance Network-**

see **CALENDAR** page 18

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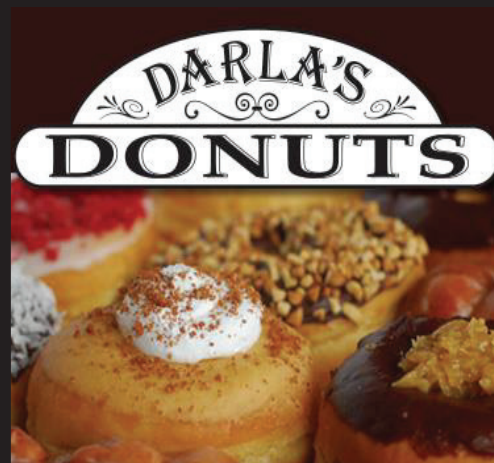
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## CALENDAR

from page 17

**ing 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 18, 8-9:30 a.m.

**Chamber Launch**, a Salt Lake Chamber event. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Free. Details are at slchamber.com.

### March 19-20

**Intermountain Sustainability Summit**, featuring the main summit day March 19 and workshops March 20. Location is Weber State University, Shepherd Union Building, 3910 W. Campus Drive, Ogden. Details are at <https://www.weber.edu/issummit>.

### March 19, 9 a.m.-noon

**Presenter Evolution Series**, featuring three half-day training sessions on consecutive Thursdays. Speaker Mike Brian, author of *Presenter Evolution* and CEO of Penna Powers, will lead students and professionals through his approach to presenting and public speaking. Sessions are "Presenter Skills Development" on March 19, "Cadence Planning" on March 26, and "Connect with Storytelling" on April 2. Location is Salt Lake Community College's Miller

Free Enterprise Center, 9750 S. 300 W., Sandy. Details are at <https://pennapowers.com/workshops/>.

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

**Chamber Luncheon**, a Davis Chamber of Commerce event. Location to be announced. Cost is \$20 for members, \$30 for guests. Details are at davischamberofcommerce.com.

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

**"Multiplying Lasting Profitable Relationships,"** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for non-members. Details are at westjordanchamber.com.

### March 20, 8-10:30 a.m.

**Third Friday Speed Networking**, a South Jordan Chamber of Commerce event. Location is Megaplex at the District, 3761 W. Parkway Plaza Drive, second floor, South Jordan. Cost is \$10. Details are at southjordanchamber.org.

### March 20, 1-8 p.m.

**"We Are Utah" Manufacturers Expo**, a Utah Manufacturers Association event. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Free. Details are at [https://www.umaweb.org/event/we-are-](https://www.umaweb.org/event/we-are-utah-manufacturers-expo/)

[utah-manufacturers-expo/](https://www.umaweb.org/event/we-are-utah-manufacturers-expo/).

### March 24, 11:30 a.m.-1 p.m.

**Women in Business Luncheon**, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 4455 25th St., Ogden. Cost is \$20 for members and first-time guests, \$30 for non-members. Details are at ogdenweberchamber.com.

### March 24, 5-7 p.m.

**Business After Hours Mixer**, a Park City Chamber/Bureau event. Location is DeJoria Center, 970 N. State Road 32, Kamas. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

### March 24, 7-9:30 p.m.

**"Pillar of The Valley" Gala 2020**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

### March 25, 7:30-8:30 a.m.

**Coffee Connection**, a Holladay Chamber of Commerce event. Location is Kokopellis Koffee House, 3955 S. Highland Drive, Millcreek. Details are at holladaychamber.com.

### March 25, 8:30-10 a.m.

**"Pay Equity: This Train Isn't Stopping Any Time Soon, So You Better Be On Board,"** an Employers Council event that is part of the five-part Legal Breakfast Series. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt

Lake City. Cost is \$99. Details are at employerscouncil.org.

### March 26, 8:30 a.m.-12:30 p.m.

**"Interviewing: How to Gain a Competitive Edge,"** an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

### March 26, 9-10 a.m.

**"Coffee With Clancy,"** a Women's Business Center of Utah event featuring Clancy Stone,

business advisor for the northern region for the Women's Business Center of Utah. Location in Morgan County to be determined. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

### March 31, 6-7 p.m.

**After Hours Social**, a Holladay Chamber of Commerce event. Speaker Jim Santangelo of the Wine Academy of Utah will discuss the terminology and tasting techniques used by the pros. Location is 3 Cups, 4670 S. 2300 E., Holladay. Cost is \$42. Details are at holladaychamber.com.

## ENERGY

from page 1

eration from renewable sources in Utah grew five-fold since 2008, making the state the fifth-largest producer of utility-scale solar power in the nation. Utah accounted for 4.1 percent of U.S. solar generation.

"I think 'transition' is a good word to describe the energy industry now," Thomas Holst, senior energy analyst at the institute, said during the institute's Newsmaker Breakfast last week.

For example, the Intermountain Power Project in Millard County wants to end its generation of coal-fueled electricity by 2025 and transition to serving as a regional energy hub integrating natural gas and renewable energy sources with emerging clean-energy technology. The goal also includes shutting down its natural gas-fueled generation by 2045 to transition to clean energy.

The Intermountain Power Project provides electricity to municipalities in Utah and California, among other customers.

Another example is that communities are working with Rocky Mountain Power to identify and ensure transmission capabilities of renewable resources, he said.

"Utah's energy landscape is really changing," said Michael Vanden Berg, energy and minerals program director for the Utah Geological Survey. That change began with oil prices crashing in late 2014 and early 2015, which resulted in fossil fuel production slipping while lots of solar capacity was coming online.

Meanwhile, coal, which was mined to the tune of 20 million to 25 million tons per year in Utah, now is at a "new normal" of 14 million to 15 million tons, he said. Offsetting that reduction is that producers are sending more coal to overseas markets. In 2019, of the 14.4 million tons mined in Utah, 3 million tons went overseas, he said.

Asked about Utah energy success stories, Vanden Berg said rooftop solar installations and energy-efficiency programs are re-

sulting in people using less electricity per capita.

"In general, I like the diversity of it," said John Downen, deputy director of economic and public policy research at the Gardner Institute. "We're not just fossil fuels." Beaver County alone has or will have five sources of renewable energy: solar, wind, hydro, geothermal and bio-gas, he said.

The Gardner report indicated that the energy industry supported 38,514 full- and part-time direct jobs in 2017. Energy industry purchases supported an additional 37,911 jobs, \$2.3 billion in earnings and nearly \$4.5 billion in state GDP. Outside of jobs focused on energy efficiency, the industry paid employees an average of \$81,257 per year, or 60 percent higher than the state average for all industries. Direct energy-related royalties, severance taxes, conservation fees, property taxes and sales taxes totaled \$492.1 million in 2017.

The report is available at <https://gardner.utah.edu/wp-content/uploads/EnergyReport-Feb2020.pdf>.

## TECH

from page 6

means never having to circle the block, spotting brake lights and then cursing when you realize people are parking, not leaving.

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



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To apply, please mail resume to Khang Vo, 2801 North Thanksgiving Way, Suite 500, Lehi, UT 84043. Must reference job title and job code: 20025.70.

### HILL AFB

from page 1

The jobs-created figure stood at 30,167, up from 29,596 the prior year.

The 2019 expenditures figure of \$811 million includes \$69.2 million for construction, down from \$73.9 million; \$703.4 mil-

lion for services, up from \$577.2 million; and \$38.6 million for procurement of materials, equipment and supplies, down from \$108.9 million.

The analysis was prepared by the base's cost and economics division and was calculated using identifiable off-base local area spending from gross expenditures.

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