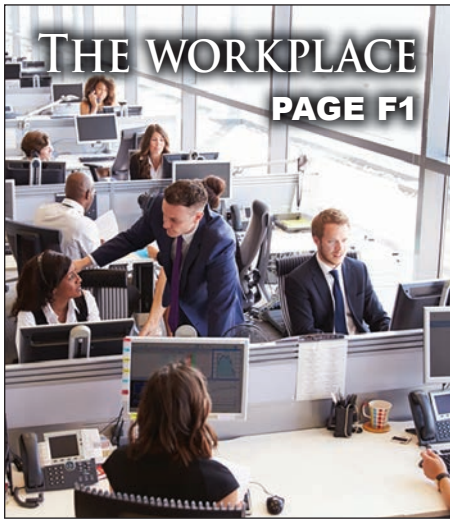


## Focus



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GENCOMM

## Cox calls for more diversity in Utah's technology sector

**Brice Wallace**  
*The Enterprise*

Saying Utah's technology sector is "out of balance," Lt. Gov. Spencer Cox last week called for the state to work toward greater diversity in the industry.

Speaking at the SSTI Annual Conference in Salt Lake City, Cox said the state's future as an innovation center depends on bolstering the industry beyond its hallmark Silicon Slopes.

"In Utah, we have seen massive growth in our IT and software sector, which we call Silicon Slopes, over the past few years. This, of course, is something we should celebrate,

and we do celebrate," he said. "However, Utah's ability to weather the next economic downturn will be compromised unless we see corresponding growth in our other deep tech sectors like aerospace, life sciences, automation and robotics, as well as clean tech."

Cox cited a Milken Institute ranking of states focused on technology concentration. Utah held the top spot on the list for nearly a decade but slipped to 13th among states in the most recent ranking, he said.

"This dramatic drop is mostly attributable to the rapid growth in Silicon Slopes

see SSTI page 11

## Utah population still growing, just not as fast

The Utah Population Committee (UPC) at the University of Utah's Kem C. Gardner Policy Institute has released its 2018 population estimates for Utah and each of its 29 counties. The committee estimates Utah's total population at 3,166,647, an increase of approximately 402,000 people since April 1, 2010.

From 2017 to 2018, the population grew by 52,664 people, the committee said. This is an annual growth rate of 1.69 percent, a deceleration from the previous year's 1.93 percent.

The 2018 estimates indicate that Utah's rapid growth over the past few years is moderating, according to the UPC. Utah's total components of population change, the sum of natural increase and net migration, remains positive, but declined by 6,325 compared to last year. While Utah's population growth slowed, it remains positive.

"Utah's strong demographic growth is related to continued economic growth as well as positive natural increase," said Pamela Perlich, director of demographic research at the Gardner Policy Institute. "Utah County leads the way in the Wasatch metropolitan area, while growth in southwestern Utah continues to surge."

Other highlights from the new report include:

**Net migration remains healthy.** After increasing each year since 2012, Utah's net migration decreased in 2018 to 23,248, below last year's estimate by 3,843 or 14.2 percent. This is still significant in-migration to the state, the report said.

**Declining natural increase.** Declining births is a recent national and Utah trend beginning in 2008. Utah's 47,310 births are at the lowest level since 2000. Utah maintains one of the highest fertility rates in the nation; however, Utah's total fertility rate (2.12 in 2017) is currently second to South Dakota (2.23 in 2017). Deaths are also increasing due to Utah's aging population.

**Strong growth in Utah County:** Utah County experienced the highest numeric annual increase this year, with 15,847 new residents or 2.57 percent growth. This increase is 2,041 higher than Salt Lake County's 13,806 population increase (or 1.22 percent growth).

**Highest percent growth concentrated in Southwest Utah:** Iron County experienced the highest percent annual increase this



Utah County's fast-growing Vineyard will be the site of The Golf Club, a sports and recreation venue that will be built in the city's entertainment district beginning this spring.

## Golf & recreation venue bringing 240 new jobs to Vineyard in 2019

Utah County will be the site of a new major golf and entertainment venue with construction beginning in the spring. The Golf Club will be a three story, state-of-the-art facility offering golfing bays, golf instruction, chef-inspired dining as well as concerts and nightlife, according to a release from Dynamic Entertainment, developer of the project.

The venue, to be built in the fast-growing community of Vineyard, is expected to provide more than 240 jobs to Utah County, the release said. Construction will be under the direction of X Development Group, currently involved in other projects surrounding the venue.

"Being born and raised in Utah, I've realized Utah County has a real shortage when it comes to sports and premium entertainment," said David Allred, founder and CEO of Dynamic Entertainment. "To help bridge this gap, I'm excited to bring to life a new, cutting-edge golf venue for families and businesses in our community."

The Golf Club will feature climate-controlled hitting bays, a full-service restaurant, a sports bar, roof terrace, golf academy, pro shop, live music venue and a

see GOLF CLUB page 2

see POPULATION page 2





## New Age Beverage acquires Morinda Inc.

Denver-based New Age Beverage Corp. has acquired Morinda Holdings Inc. of Provo in an \$85 million asset buyout. Morinda was formerly known as Tahitian Noni International and Morinda Bioactives and is known for multilevel marketing of its lead brand, Tahitian Noni Juice, and other products made from the noni plant, a fruit-bearing member of the coffee family.

Morinda Holdings was founded in 1996 and has operations in more than 60 countries around the world with manufacturing operations in Tahiti, Germany, Japan, the U.S. and China. The company is primarily a direct-to-consumer and e-commerce business and has over 160,000 independent distributors worldwide. More than 70 percent of its business is generated in the Asia Pacific markets of Japan, China, Korea, Taiwan and Indonesia. Morinda had approximately \$240 million in revenue and \$20 million in adjusted profits in the past 12 months.

"We are so excited to be combining with New Age," said Kerry Asay, CEO of Morinda. "When we envisioned what we could achieve with New Age's portfolio through our system, we knew how transformative it could be for all our employees and independent distributors around



the world. I have guided Morinda since its creation for the past 22 years, and am so proud of what we have accomplished. I am highly confident that (New Age CEO) Brent (Willis) will lead our company to even greater heights and I am very excited to become a shareholder of New Age."

The purchase price will consist of \$75 million in cash and \$10 million in New Age restricted stock. The cash consideration for the transaction will be sourced from New Age's current cash balance, the company said. The transaction is expected to close in late December.

The newly combined company will be headquartered in Denver with major operations in Shanghai, Tokyo, Munich, Utah, and more than 20 other countries, New Age said.

"This merger is excellent for both Morinda and New Age," said Willis. "Morinda adds New Age's portfolio of

healthy beverages to its network to drive further growth alongside its lead brand, Tahitian Noni. New Age adds significant scale and infrastructure to accelerate growth. It is exciting to lead this company that has grown from \$2 million to over \$300 million in 2 1/2 years. We still feel like we are just getting started, and are excited to work with our new associates from Morinda to build the world's leading healthy beverage company."

## Tempkin sold to Illinois firm

PPC Flexible Packaging LLC of Buffalo Grove, Illinois, has acquired Tempkin International, a packaging products company in Payson. Financial details of the deal were not released.

Tempkin International was founded in 1980 is a provider of rollstock, stand-up pouches and floral sleeves. It operates manufacturing facilities in Payson and Bogota, Colombia, with offices in Miami and Toronto. The company operates in the food, fresh produce, floral and stationary and craft markets.

"Since starting the business in 1980, we at Tempkin have been at the forefront of providing our customers with the highest-quality packaging through best-in-class printing and use of innovative converting technology," said Danny Tempkin, founder of Tempkin International. "I'm tremendously proud of our company, whose over 500 employees across three countries serve our clients in a first-class way. Tempkin is excited to partner with PPC. Together, PPC and Tempkin will continue to deliver high-quality products and service to our clients."

"We are thrilled to have the outstanding team at Tempkin International join the PPC family," said Kevin Keneally, CEO of PPC Flexible. "Danny Tempkin and Lynn Abplanalp have assem-

bled a world-class manufacturing, pre-press and graphics operation recognized industry-wide for its innovation, service and quality. Having a west coast and South American presence expands our geographic footprint and provides us deeper capabilities in stand-up pouch, plate-making and flexographic printing."

Founded in 1968, PPC operates in flexographic printing and converting of flexible films, bags and pouches. The company specializes in cleanroom packaging for healthcare and medical applications, snack organic brands, produce, pet food and bakery items.

The combined company will operate under the name PPC Flexible Packaging and its produce and floral segments will continue to operate under the Tempkin brand.

## POPULATION

from page 1

year with 3.58 percent growth, or 1,873 new residents. Washington County showed similar but slightly less percent growth with a 3.29 percent increase or 5,449 new residents.

The UPC emphasized that its estimating process becomes less straightforward the farther way the most recent census is. The next nationwide census is scheduled for 2020.

## GOLF CLUB

from page 1

flexible private event space. The golf bays will use radar-based tracking technology and will be open year-round. The Golf Club will be open to children, families and groups, regardless of skill level or golf experience, Allred said.

Vineyard has seen explosive growth in recent years, making it the fastest-growing city in Utah and the third-fastest-growing city in the nation, according to Forbes. With approximately 400 new residents each month, the growth is expected to continue. The Golf Club will be located in the city's entertainment district on North Mill Road, which is anchored by the Larry H. Miller Megaplex Theatre and is near Utah Valley University's new campus and future UTA TRAX and FrontRunner stops.

"Vineyard is excited about The Golf Club joining our growing and diverse local economy," said Vineyard Mayor Julie Fullmer. "We believe that The Golf Club will help solidify Vineyard as a quality place to live, conduct business and develop as a regional power center for entertainment and recreation."



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# Business leaders present way to address worst-in-nation gender pay gap

**Brice Wallace**  
The Enterprise

Calling it both an economic and moral imperative, a pair of business association leaders recently unveiled a guidebook for companies as a way to shrink the wide gender pay gap in Utah.

The 10-page “Best Practices Guide for Closing the Gender Wage Gap” was released by the Salt Lake Chamber and the Women’s Leadership Institute and contains suggestions for addressing the gap during employee evaluation, education, recruitment, retention and advancement.

Among studies on the issue,

one produced by the American Association of University Women indicated that in 2017, Utah working women earned 71 cents for every dollar earned by men — worst among states.

Despite Utah’s fastest-in-the-nation job-growth economy, gender equity is “an area where Utah is not doing well,” said Derek Miller, the chamber’s president and CEO. This has occurred despite growth in economic clout by women in the state during the past decade and the number of women-owned businesses in Salt Lake City growing by 40 percent during the past year.

“Yet, even in cases where they are the owner, women still fall far behind in pay equity in businesses of all sizes,” he said.

“Now, I want to make this point clear, that I do not believe that there is any business owner or any business leader in our state that wakes up in the morning and asks themselves, ‘What can I do today to make sure that the women in my organization are paid less than the men?’ Yet, we know that that still happens, either because of unconscious workplace biases or unintentional business processes.”

“The wage gap in Utah is real ... and it hurts us,” said Pat Jones, CEO of the Women’s Leadership Institute.

The result of months of research and input from the Utah business community, the guidebook is designed to address unconscious biases and unintentional processes that have created the

gap and lead to a more-equitable pay environment.

“This is not an easy issue for many companies. .... Some people just really wonder if they can actually tackle it, and we can,” Jones said.

Miller and Jones cited several factors that have led to the gap: Men are more likely than women to negotiate their entry-level pay. Companies often ask for an applicant’s previous wage information, “where women have a strict disadvantage,” Jones said. Women in Utah often delay entry into the workforce or have sporadic work histories, or they work in cottage industries. Women lack mentors and role models. Companies have bias in their hiring practices or how they advertise open positions. Women are not exposed to all of the job opportunities that exist. Women enter fields that generally pay less than others or are dominated by women — what Jones called “occupational segregation.” Miller said those are among the known factors, but many are unknown.

“The good news is, we have the power to fix it,” he said. “As a business community, we can do this and we can lead out on this issue, showing not just Utahns but also the nation that we are a state that will pay equally for equal work and that we will be leaders in creating solutions to our economic challenges.”

Miller said discussion about the gender pay gap often devolves into a debate about the data — the studies, their methodologies and their validity.

“But my message today is, let’s not fall into a trap of dueling data and thereby miss the point, because the point is, whether it’s 50 cents to a dollar or 80 cents to a dollar, or whether Utah is the worst in the country or the 10th-worst in the country, in my mind, that doesn’t really matter. What matters is that we recognize that there is room for improvement,” he said.

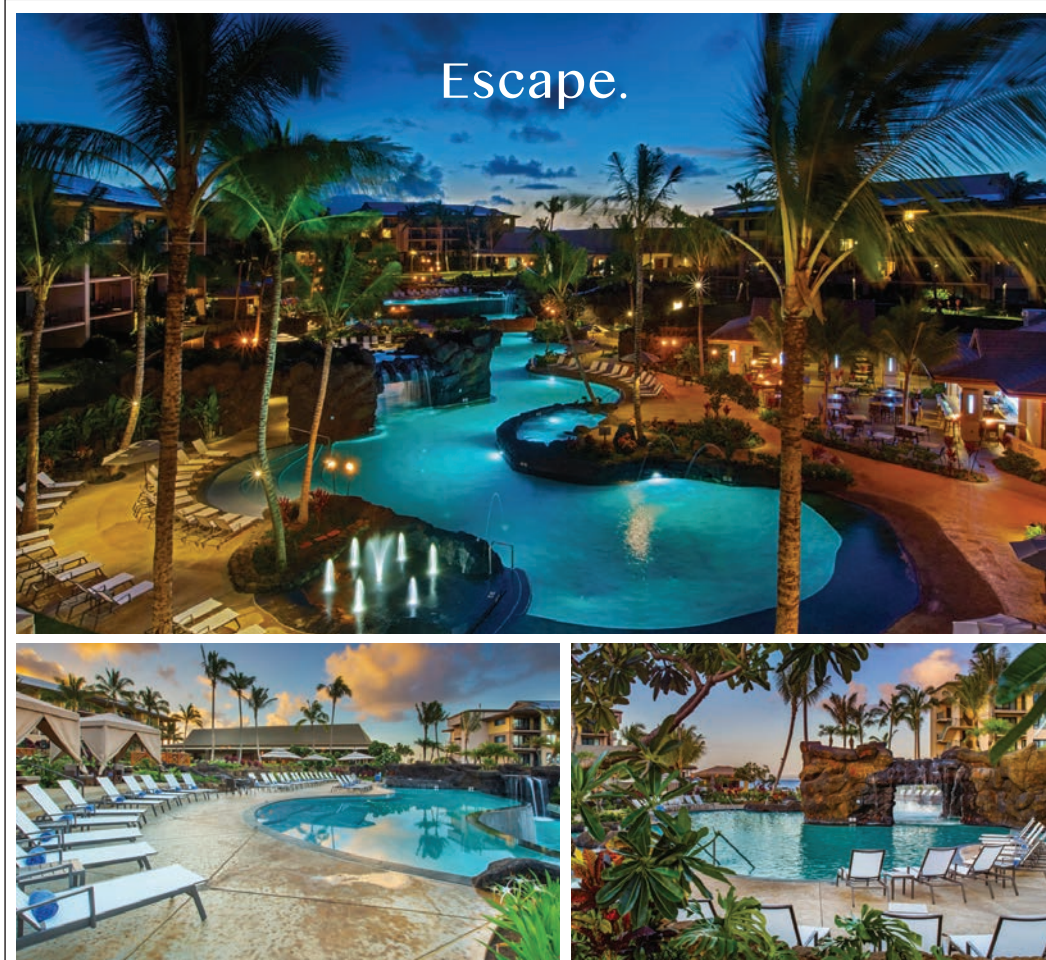
Jones said the guidebook contains some suggestions that can be implemented immediately, while others would take time.

“We recognize,” Miller said, “that this is not a problem that will be solved with one policy, with one improvement or in one day. But every step that every Utah business takes will draw us closer to solving this challenge for Utah’s economy.”

The guidebook is available at [slchamber.com/wagegap](http://slchamber.com/wagegap) and [wliut.com/wagegap](http://wliut.com/wagegap).



Derek Miller, president and CEO of the Salt Lake Chamber, and Pat Jones, CEO of the Women’s Leadership Institute, unveil the “Best Practices Guide for Closing the Gender Wage Gap” guidebook produced by the chamber and institute. The guide calls for addressing the gender pay gap during employee evaluation, education, recruitment, retention and advancement.



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**PUBLISHER & EDITOR**

R. George Gregersen

**PRESIDENT**

David G. Gregersen  
[david@slenterprise.com](mailto:david@slenterprise.com)

**VP/GENERAL SALES MANAGER**

Dale Dimond  
[dale@slenterprise.com](mailto:dale@slenterprise.com)

**MANAGING EDITOR**

John M. Rogers  
[john@slenterprise.com](mailto:john@slenterprise.com)

**CONTROLLER**

Richard Taylor  
[richard@slenterprise.com](mailto:richard@slenterprise.com)

**OFFICE MANAGER**

Dionne Halverson  
[dionne@slenterprise.com](mailto:dionne@slenterprise.com)

**CLASSIFIED AND REAL ESTATE**

[david@slenterprise.com](mailto:david@slenterprise.com)

**CIRCULATION**

Dionne Halverson  
[dionne@slenterprise.com](mailto:dionne@slenterprise.com)

**LIST DEVELOPMENT**

Laneace Gregersen  
[lists@slenterprise.com](mailto:lists@slenterprise.com)

**ADVERTISING INQUIRIES**

[david@slenterprise.com](mailto:david@slenterprise.com)

**TO CONTACT NEWSROOM**

[john@slenterprise.com](mailto:john@slenterprise.com)

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# UofU engineers study better semiconductor material for high-voltage electronics

Electricity, as a form of energy, is not exactly efficient because much of it is lost as heat. Or, as University of Utah electrical and computer engineering associate professor Mike Scarpulla said, "Heat is the universe's garbage can for energy."

Inside power systems, converters and electronic switches convert and control electrical energy from one form to another (such as AC to DC or DC to AC). This loss in energy is so significant, each year more power is lost in these conversions than is generated from renewable energy sources in the U.S.

But what if you could make a much more efficient power converter and minimize the losses? Scarpulla, UofU electrical and computer engineering assistant professors Sriram Krishnamoorthy and Berardi Sensale-Rodriguez, and Washington State University materials science and engineering professor Kelvin Lynn have received a \$1.88 million grant from the Air Force Office of Scientific Research to study the fundamental properties of a semiconductor material known as gallium oxide, which could be used in high-voltage power systems for anything from cars to airplanes and ships.

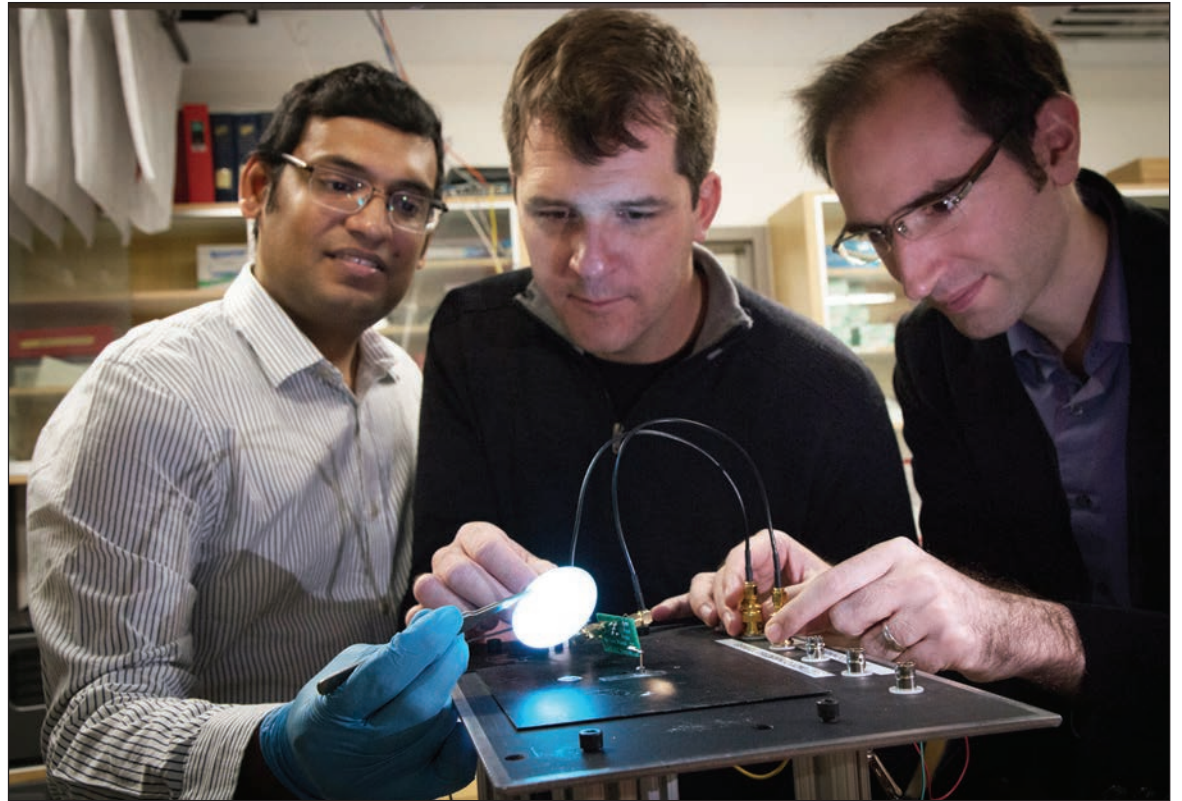
This research could lead to

improvements in surveillance drones, for example, by allowing them to fly longer and faster. It also could speed up the development of all-electric airplanes that run on solar power or improve the performance and range of all-electric cars, buses and trains.

"We're talking about a few big devices that can handle large currents," said Scarpulla. "We're trying to make things work at higher voltages."

A semiconductor is a material that conducts a current in an electrical circuit. Silicon, for example, is the semiconductor most used in computer processors. But these engineers believe gallium oxide could prove to be a better semiconductor because it is one that can work with high voltages of electricity without producing excessive heat or burning up. Every material breaks down at a particular electric field, referred to as "critical breakdown field," and this critical field is expected to be much higher in gallium oxide compared to other semiconductors such as gallium nitride and silicon carbide.

"This enhanced critical field will allow us to use a 'thin' material to sustain a given voltage," said Krishnamoorthy. "The thinner the material, the lower the resistance



(Left to right) University of Utah electrical and computer engineering assistant professor Sriram Krishnamoorthy, associate professor Mike Scarpulla and assistant professor Berardi Sensale-Rodriguez have received a \$1.88 million grant to study the properties of gallium oxide as a semiconductor for more efficient power converters. The material could prove to be much more efficient, losing less heat and providing longer power to devices such as drones or all-electric planes, trains and buses. Photo: Dan Hixson, University of Utah College of Engineering.

and the resultant power loss."

Another advantage is that gallium oxide is a crystalline material that can be grown in larger quantities.

"You can produce more of it, and you can produce it better," said Sensale-Rodriguez.

"In this project," said Krishnamoorthy, "we will study the fun-

damental science of how to achieve the best material quality, what the bottlenecks are, thereby uncovering the true potential of this novel material."

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# UofU's American Dream Ideas Challenge names three winners

The University of Utah's American Dream Ideas Challenge has named its three winners. The winners, that each receive a \$30,000 grant, aim to boost Utahns' income by cutting transportation costs, leveraging unused storage space and revitalizing an economically depressed region of the state.

The three winners are:

- Neighbor, an early-stage tech company that allows Utahns with unused storage space to make money by renting that space to people with storage needs giving the renters savings over the cost of traditional self-storage.

- Mobility as a Service, a collaboration between the Utah Transit Authority, Utah Department of Transportation and Salt Lake City focused on decreasing transportation costs by enabling households with multiple cars to get by with one fewer vehicle through seamless access to alternative transportation services.

- The Utah Coal Country Strike Team, led by the Kem C. Gardner Policy Institute at the University of Utah, which aims to help Carbon and Emery counties, hard-hit by the steady decline in coal production since 2001, prosper by seeding a "Silicon Slopes East" hub in Price, revitalizing housing stock, promoting tourism and creating targeted economic incentives to spur development.

"These teams clearly emerged as the top three given their innova-

tion, interdisciplinary and collaborative team composition and their potential to meet the challenge goal," said Courtney McBeth, project director of the American Dream Ideas Challenge.

The teams will use the \$30,000 grants in refining their proposals and preparing to present their ideas at the national round of the competition on Jan. 29 in Phoenix. The Utah teams will be presenting alongside proposals from Ohio State University, Arizona State University and the University of Wisconsin-Madison for up to \$1 million in funding from Schmidt Futures.

Schmidt Futures selected the four public universities in April 2018 as anchor institutions in the Alliance for the American Dream, an initiative aimed at boosting the country's shrinking middle class by providing access to capital and markets for ideas with potential to aid distressed communities locally. Schmidt Futures asked the anchor institutions to seek, develop and refine ideas with potential to increase net income by 10 percent for 10,000 middle-class households in their communities by the end of 2020.

The UofU's American Dream Ideas Challenge received 152 proposals from across the state. In October, a university committee whittled the entries to 10 finalists. The American Dream community advisory board, led by university President Ruth Watkins and Lt. Gov.

Spencer Cox, selected the top three ideas earlier this month.

"An incredible amount of creativity and hard work went into each proposal, illustrating how deeply Utahns care about their communities and about helping one another succeed," Watkins said. "We are so pleased to con-

tribute to a project we believe can make a lasting, positive difference in our state, benefiting thousands of Utahns."

Cox said the three finalists do not target just one demographic group or type of household and have the potential to benefit the entire state. "The cross-representa-

tion of industries from each of the teams shows the dynamic nature of Utah's economy, and how multifaceted solutions exists to solve real-world problems," he said. "I encourage all of us to keep creating, keep thinking, keep working on ideas that will bring more prosperity to us all."

## CORPORATE FINANCIAL REPORTS

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

### Sportsman's Warehouse

Sportsman's Warehouse Holdings Inc., based in Midvale, reported net income of \$12.4 million, or 29 cents per share, for the quarter ended Nov. 3. That compares with \$9.8 million, or 23 cents per share, for the same quarter a year earlier.

Sales in the most recent quarter totaled \$223.1 million, up from \$218.1 million in the year-earlier quarter.

Sportsman's Warehouse is an outdoor sporting goods retailer.

"We are pleased with our third-quarter performance as our top- and bottom-line results were in line with expectations," Jon Barker, CEO, said in announcing the results. "Our results are reflective of the solid progress we continue to make against our key

strategic priorities centered around our omni-channel strategy of store growth and expansion of our e-commerce platform, customer acquisition and engagement, and merchandising. We believe our continued investments across the business are fueling market share gains as we continue to differentiate ourselves and strengthen our competitive positioning within the outdoor sporting goods industry."

Barker said fiscal 2019 likely will feature "moderated" store growth — four or five stores opening — "which will allow us to further invest in our e-commerce capabilities and allocate free cash flow towards debt reduction."

### SINTX Technologies Inc.

SINTX Technologies Inc., formerly known as Amedica Corp., reported a net loss attributable to common stockholders of \$10.9 million, or 87 cents per share, for the quarter ended Sept.

30. That compares with a loss of \$2 million, or 68 cents per share, for the same quarter a year earlier.

The Salt Lake City-based company reported no product revenue in either of the 2018 or 2017 quarters.

On Oct. 1, the company completed the sale of its spine business to CTL Medical, a Dallas-based privately held medical device manufacturer. The gain on the sale of the retail spine business is estimated to approximate \$1.2 million, which will be recognized during the quarter ended Dec. 31. The retail spine business had product revenue of \$1.8 million during the most recent quarter, down from nearly \$3 million in the year-earlier quarter.

SINTX Technologies is a materials company focused on developing, manufacturing and selling silicon nitride ceramics that are used in medical implants and in a variety of industrial devices.



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## ASSOCIATIONS

• **Matt Packard**, chief executive officer of Central Bank, has been nominated as a board member for the **American Banking Association**. Packard has worked in the banking industry for more than 42 years.



Matt Packard

## BANKING

• **Central Bank**, Pleasant Grove, recently announced some personnel changes. **Jared Silverio** joins the bank as its secondary market and SBA



Jared Silverio



Matt Carter

officer. Silverio has experience working at other Utah banks and has experience in both SBA and commercial lending during the past 15 years. **Matt Carter** has been hired to serve as a senior loan officer at Central Bank's American Fork office. Carter has worked in the banking and finance industry for more than 20 years and has accumulated extensive experience in commercial and SBA lending. **Wayne Guest** joins Central



Wayne Guest



Brad Carter

Bank as a mortgage loan officer. He has more than 15 years of experience in business and sales. **Brad Carter** has been hired as a mortgage loan officer at Central Bank. Carter has more than 28 years of experience in the banking and mort-



Brian Cheney

gage industry. **Brian Cheney** has been appointed controller at Central Bank. Cheney is a Certified Public Accountant and has worked in public accounting for more than seven years as a lead auditor.



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## CONTESTS

• The first-round deadline for submissions to the **Utah Film Commission's Next Level Grant Program** is Dec. 31. The program provides funding and footing for local directors and producers. It will consider funding projects of all stages, from development to exhibition and distribution. When deciding which projects to support, the commission will be looking for filmmakers "that exude enthusiasm for their project and their invaluable ability to tell stories," it said. Up to five filmmakers will qualify for the Next Level Program in 2019, with each grantee awarded \$2,000 to support a project. In addition to the funding, the winners will receive a one-year membership at the Utah Film Center's Artist Foundry, which provides workshops, equipment rentals, networking and workspaces. They will also receive special access to the 2019 Sundance Film Festival, as well as access to Sundance Institute's Co//ab Artist Network. Applicants must be Utah residents, over the age of 18, and be a director or producer on the project. Details are at <https://film.utah.gov/for-locals/>.

• The registration deadline is Feb. 14 for the **2018-19 Utah Entrepreneur Challenge**, a statewide student business model competition. Teams from universities across the state will compete for \$100,000 in cash and prizes, including a \$40,000

grand prize. Participating teams are judged by industry professionals and community experts. In addition to the grand prize, there are also additional prizes granted for best business model, presentation and technology. The top 20 teams will be announced Feb. 27. Final judging and a showcase takes place March 30 at the University of Utah. Details are at <https://lassonde.utah.edu/hsuec>.

## CORPORATE

• **Nu Skin Enterprises Inc.**, Provo, has announced it will have an investor day event at its corporate headquarters Feb. 28 at 9 a.m. Key members of Nu Skin's management team will elaborate on the company's plans for 2019 and share longer-term initiatives. Attendees also will have the opportunity to tour the company's indoor growing facility and manufacturing partners in the early afternoon. In-person attendance is by invitation only. A live webcast as well as a replay of the event will be accessible from the company's website at [ir.nuskin.com](http://ir.nuskin.com).

• **Amedica Corp.**, Salt Lake City, recently changed its corporate name to **SINTX Technologies Inc.** The company said the change will "better reflect its focus on silicon nitride science and technologies and robust pipeline of silicon nitride-based products in various biomedical applications." The stock trading symbol has changed to "SINT." The previous name, Amedica, has transferred to CTL Medical, which is now CTL-Amedica.

## EXPANSIONS

• **Sportsman's Warehouse**, Midvale, will open a new store in Lansing, Michigan, in the summer of 2019. It will offer hunting, fishing, camping, shooting, apparel and footwear merchandise. It will be the company's first Michigan store. It currently has 92 stores in 23 states.

## GOVERNMENT

• **Salt Lake City Mayor Jackie Biskupski** has appointed **Felicia Baca** and **Kristian Anderson** to help lead the city's arts and culture efforts. Baca was selected to become the city's new arts division director and Anderson will be Biskupski's senior advisor for arts and culture. The division is part of the Department of Economic Development. Since



Felicia Baca



Kristian Anderson

2012, Baca has served as the visual arts program manager with the Utah Division of Arts and Museums. She also has served in various roles at the Utah Museum of Contemporary Arts, Utah Museum of Fine Arts, TATE Britain and Salt Lake City's YouthCity Artways program. She is currently serving on the Salt Lake County Art Acquisitions Board, The Blocks Community Advisory Board, and KRCL's Community Advisory Board. In her role as division director, Baca will serve as the executive director of the Arts Council Foundation. Anderson is the executive director of the Utah Museum of Contemporary Art (UMOCA). He has also served as director of the Association of Academic Museums and Galleries (Seattle), the Jacob Lawrence Gallery (Seattle), and the UMC Art Gallery at the University of Colorado. He is currently the treasurer of the Salt Lake Area Restaurant Association and a board member of Women's Ski Jumping USA.

## HEALTHCARE

• **PolarityTE Inc.**, Salt Lake City, has appointed **Matt Kemp** as chief commercial officer. PolarityTE is a commercial-stage biotechnology company focused on discovering, designing and developing regenerative tissue products and biomaterials for the fields of medicine, biomedical engineering and material sciences. Kemp has nearly 20 years of leadership experience, most recently serving as chief commercial officer at Dendreon Pharmaceuticals. He also held commercial leadership positions at Zimmer Biomet, Allergan and AbbVie across a variety of technologies, products and markets. He also served six years in the Air Force, rising to the rank of captain.

## LAW

• **Durham Jones & Pinegar** has hired **Scott F. Garrett** for the firm's St. George office upon completion of his current term as Iron County attorney. Garrett has served as the elected Iron County attorney for the past 16



Scott Garrett

years. He has successfully prosecuted thousands of criminal cases in state court and has developed an expertise in criminal law as well as county and municipal government.

## PHILANTHROPY

• **Bank of Utah, Arctic Circle** and **Red Hanger** will accept donations through Dec. 14 of new or gently used coats, hats, scarves, gloves and blankets to support its annual "**Warm Bodies, Warm Souls**" project. Donations can be made at any Bank of Utah branch, Red Hanger location or Arctic Circle restaurant in northern Utah.

## REAL ESTATE

• **Kennedy Wilson**, a California-based real estate investment company, has acquired **Alpine Meadows**, a 222-unit apartment community in Sandy, for \$49 million. The company said it recycled \$20 million of profit from the sale of Bay Village, a 50 percent-owned, 260-unit apartment community in Vallejo, California. Kennedy Wilson said it will implement a \$3 million upgrade to refresh both unit interiors and the property's common amenities that currently include a clubhouse, fitness center, business center, dog park, basketball court, playground and barbecue area. The company owns 2,387 units in the Salt Lake City area.

• **Newmark Grubb ACRES** has hired **Mark Cannell** for its Salt Lake City office. Cannell is an office and investment specialist focusing on landlord and tenant representation. He began his career in 2013 at Cushman & Wakefield. Prior to that, he held several senior positions, including senior product manager, strategic initiatives manager and director of business development, within the tech sector.



Mark Cannell

## RECOGNITIONS

• The **Park City Chamber/Bureau** has been awarded a **Bronze Stella Award** in the cat-

see BRIEFS next page



# Industry Briefs

from previous page

egory of **Best CVBs/DMOs in the Southwest**. Winners were recognized for achieving overall excellence, professionalism of staff, technology innovations, and other critical aspects of the meetings and event experience. Nearly 10,000 votes were cast from around the world for 532 destinations, hotels and service providers nominated in 18 categories in six regions in the United States and worldwide.

- **Brigham Young University** is ranked No. 4 and the **University of Utah** is ranked No. 9 in a list of **Top 25 Best Undergrad Programs for Entrepreneurs in 2019**, compiled by *The Princeton Review*. BYU was ranked No. 10 and the UofU No. 19 in the list of **Top 25 Best Grad Programs for Entrepreneurs in 2019**. *The Princeton Review* tallied its 2019 lists based on surveys it conducted from July through August of administrators at more than 300 schools offering entrepreneurship studies. The 60-question survey covered the school's commitment to entrepreneurship studies inside and outside the classroom.

- **Brigham Young University** is ranked No. 25 and the **University of Utah** No. 36 by *Bloomberg Businessweek* in its listing of the **Best Business Schools for 2018**. Rankings were determined by survey responses of 26,699 MBA students, alumni and recruiters about their goals and experiences, as well as compensation and job-placement data from each school.

The rankings were topped by No. 1 Stanford, followed by Pennsylvania, Harvard, MIT and Chicago.

## RETAIL

- **The Store**, a locally owned and operated neighborhood market, will open at The

Gateway in Salt Lake City in the spring of 2019. The market will feature signature, local and specialty items. The Store was established in 1968 and has been family-owned and operated by the **Niederhausers** since 1998. The Gateway location will be more than 9,000 square

feet at the corner of 100 South and Rio Grande Street.

## SERVICES

- **Ryan Peck**, a veteran of the material handling industry, has launched **Bold**, a material handling firm that offers customized inspection services for dis-

tributors, integrators, manufacturers and end-users. It is located at 10808 S. River Front Parkway, Suite 3055, South Jordan. Peck has more than 17 years of experience in the industry, including working as a manufacturer, distributor and starting and owning an installation business.

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# Calendar

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

## Dec. 10-12

**“Discover Global Markets: Indo-Pacific,”** a U.S. Department of Commerce and Utah District Export Council event bringing together global leaders across the aerospace, defense and security sectors. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Cost is \$425. Details are at <https://wtcutah.com/event/18211/>.

## Dec. 11, 7:15-9 a.m.

**Breakfast Meeting,** an ACG (Association for Corporate Growth) Utah event. Speaker is Joel Clark, CEO of Kodiak Cakes. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at <https://www.acg.org/utah/events/>.

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

**Christmas Devotional,** a BYU Management Society event. Speaker is Elder LeGrand R. Curtis Jr. of the First Quorum of the Seventy of The Church of Jesus Christ of Latter-day Saints. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free for Platinum members, \$25 for dues-paying members and their guests, \$35 for basic member or guest, \$15 for dues-paying young professionals (ages 18-35). Details are at <https://saltlake.byums.org/event>.

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

**Holiday Soiree,** a Sandy Area Chamber of Commerce Women in Business (WIB) event. Location is La Caille, 9565 Wasatch Blvd., Sandy. Cost is \$50. Details are at [sandychamber.com](http://sandychamber.com).

## Dec. 11, noon-1 p.m.

**“Podcasting for Brand, Reputation and Bottom Line,”** an Access Salt Lake event. Access Studios and the Access Real Estate group will discuss how to use podcasting to stand out in an industry. Tours of the new podcast/recording studio will be available before and after the event. Location is Access Salt Lake, 175 W. 200 S., Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Dec. 12, 8:30 a.m.-4:30 p.m.

**Utah Health Policy Project (UHPP) 2018 Annual Conference,** with the theme “Health Care Solutions for Utahns.” Event will include an update on the healthcare landscape

in Utah; remarks from local leaders; and panels on topics including Medicaid expansion, social determinants of health, and the future of healthcare and health policy in Utah. Location is the Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$30. Details are available by contacting Matthew Slonaker at (801) 433-2299 or [matt@healthpolicy-project.org](mailto:matt@healthpolicy-project.org).

## Dec. 12, 9:30-11 a.m.

**“Elevate Your Elevator Pitch,”** a Women’s Business Center of Utah (WBCUtah) event. Speaker Clancy Stone, business advisor with the WBCUtah, will discuss the process of designing a successful pitch deck and examining the value of delivering an impactful elevator pitch. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at [slchamber.com](http://slchamber.com).

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

**LinkedIn Luncheon,** a Utah Valley Chamber event featuring networking and a presentation by Kate Bowcut, the chamber’s business development executive, on how to improve a LinkedIn profile. Location is Carrabba’s Italian Grill, 683 E. University Parkway, Orem. Details are at [thechamber.org](http://thechamber.org).

## Dec. 12, 3-5 p.m.

**“Weed At Work,”** a Utah Technology Council event featuring UTC members, HR professionals and the Utah Employers Council discussing the legality and difficulties recognizing medical marijuana in the workplace. Location is Dell EMC, 11747 S. Lone Peak Parkway, Draper. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Dec. 12, 5-7 p.m.

**Business After Hours,** an Ogden-Weber Chamber networking event. Location is Gear:30, 1931 S. Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## Dec. 12, 5:30-7 p.m.

**Women in Business Holiday Gathering,** a Murray Area Chamber of Commerce event. Speaker Yulia Stark of FAB Academy will share her experience with femininity and business. Location is Kimi’s Chop & Oyster House, 2155 Highland Drive, Salt Lake City. Cost is \$20 by Dec. 10. Details are at [murraychamber.org](http://murraychamber.org).

## Dec. 13, 8-9:45 a.m.

**ULI Utah Breakfast Program,** an Urban Land Institute

Utah event. Speakers are Tim Stay, CEO, and Dave Durocher, managing director, both of The Other Side Academy. Location is The Other Side Academy, 667 E. 100 S., Salt Lake City. Cost is \$20 for ULI members, \$35 for non-members. Details are at <https://utah.uli.org/>.

## Dec. 13, 8 a.m.-noon

**“Advanced I-9 Practice,”** an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130. Details are at [employerscouncil.org](http://employerscouncil.org).

## Dec. 13, 11:30 a.m.-1 p.m.

**Network Lunch,** a Murray Area Chamber of Commerce event. Location is The Union, 7176 S. 900 E., Midvale. Details are at [murraychamber.org](http://murraychamber.org).

## Dec. 13, noon-1 p.m.

**“Funding a Consumer Product Company,”** a Silicon Slopes event. Speakers are Summer Harris, founder and owner, Baby Bling; Ben Capell, partner, Peterson Partners; and Sara Day, program manager of training and outreach, Utah Microloan Fund. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at [silicon-slopes.com](http://silicon-slopes.com).

## Dec. 13, 6-8 p.m.

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

## Dec. 13, 6:30-8 p.m.

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

## Dec. 14, 7:30-8:30 a.m.

**Eggs & Issues,** a Murray Area Chamber of Commerce event. Speaker Joann Jacobsen Wells will discuss the Children of Ethiopia Education Fund. Location is Anna’s Restaurant, 4770 S. 900 E., Salt Lake City. Free (pay if ordering from the menu). Open to everyone. Details are at [murraychamber.org](http://murraychamber.org).

## Dec. 14, 7:45-9 a.m.

**Women in Business Networking & Gift Exchange,** 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).

## Dec. 14, 8:30-11:30 a.m.

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

## Dec. 14, 9-11 a.m.

**Industry Breakfast,** a Utah Technology Council event. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Attendees are asked to bring three books to donate for Startup Santa. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Dec. 14, 3:30-5 p.m.

**Business Connections,** a ChamberWest event. Location is Home2 Suites by Hilton, 4028 W. Parkway Blvd., West Valley City. Free for members, \$50 for nonmembers. Details are at [www.chamberwest.com](http://www.chamberwest.com).

## Dec. 15, 10 a.m.-noon

**“Business Growth Strategies,”** a SCORE event. Location is Marmalade Branch Library, 280 W. 500 N., Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

## Dec. 15, 11:30 a.m.

**Second Friday Casual Lunch,** a ChamberWest event. Location is Potbelly Sandwich Shop, 2731 S. 5600 W., West Valley City. Free unless ordering from the menu. Details are at [www.chamberwest.com](http://www.chamberwest.com).

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

**Business Plan Forum,** a West Jordan Chamber of Commerce event. Greg Cassatt of the Zions Bank Resource Center will discuss how to start a business, create a business plan and succeed in business. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Dec. 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. Details are at [davischamberof-commerce.com](http://davischamberof-commerce.com).

## Dec. 19, 8-10 a.m.

**M.A.C.H. Speed Networking,** a Murray Area Chamber of Commerce event. Location is Hampton Inn by Hilton, 3210 E. Millrock Drive, Holladay. Free, and open to everyone. Details are at [murraychamber.org](http://murraychamber.org).

## Dec. 19, 11 a.m.-12:30 p.m.

**“Ask the Expert,”** a Murray

Area Chamber of Commerce event. Greg Cassat of Zions Bank will answer questions about running a business more efficiently. Location is Murray Chamber, 5250 S. Commerce Drive, Suite 180, Murray. Free. RSVPs can be completed by calling (801) 263-2632.

## Dec. 19, 5:45-6:45 p.m.

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

## Dec. 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 West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

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

**Network Lunch,** a Murray Area Chamber of Commerce event. Speaker George Wilkinson of LegalShield will share tips on business coverage for restaurants and identity theft services. Location is The Union, 7176 S. 900 E., Midvale. Cost is \$20 for members, \$30 for guests. Details are at [murraychamber.org](http://murraychamber.org).

## Dec. 21, 8-10 a.m.

**Utah County SpeedNet,** a speed networking event sponsored by the Utah Valley Chamber, SCERA, Ishii Design and Black Canyon Signs. Location is SCERA Center for the Arts, 745 S. State St., Orem. Free. Details are at [the-chamber.org](http://the-chamber.org).

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

**Network Lunch,** a Murray Area Chamber of Commerce event. Location is The Union, 7176 S. 900 E., Midvale. Details are at [murraychamber.org](http://murraychamber.org).

## Dec. 28, 7:30-8:30 a.m.

**Eggs & Issues,** a Murray Area Chamber of Commerce event. Location is Anna’s Restaurant, 4770 S. 900 E., Salt Lake City. Free (pay if ordering from the menu). Open to everyone. Details are at [murraychamber.org](http://murraychamber.org).

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

**Strictly Networking Luncheon,** a West Jordan Chamber of Commerce event. Location to be announced. Free (pay if ordering



## CALENDAR

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from the menu). Details are at westjordanchamber.com.

### Jan. 3, 6-7:30 p.m.

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

### Jan. 4, 7:30-8:30 a.m.

**Eggs & Issues,** a Murray Area Chamber of Commerce event. Speaker is Craig Burnett, Murray City police chief, discussing "Crime Prevention in Murray City." Location is Anna's Restaurant, 4770 S. 900 E., Salt Lake City. Free (pay if ordering from the menu). Open to everyone. Details are at [murraychamber.org](http://murraychamber.org).

### Jan. 4, 8-10 a.m.

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

### Jan. 4, 8-10 a.m.

**Friday Forum,** a Utah Valley Chamber event. Location is Zions Bank Building, 180 N. University Ave., Provo. Details are at [thechamber.org](http://thechamber.org).

### Jan. 4, 8:30-11:30 a.m.

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

### Jan. 8, 10-11 a.m.

**"How to Become a Leader People Will Follow,"** a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 8000 S., Redwood Road, West Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### Jan. 9, 8-9:30 a.m.

**"State of the Economy for 2019,"** a Utah Department of Workforce Services (DWS) event. Speaker is Carrie Mayne, chief economist and director of workforce research and analysis at DWS. Location is the DWS South County Employment Center, 5735 S. Redwood Road, Room 114, Taylorsville. Free. RSVPs can be completed by emailing Jenny Jones at [jenjones@utah.gov](mailto:jenjones@utah.gov).

### Jan. 9, 9-10:30 a.m.

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

### Jan. 9, 11:30 a.m.

**"The Game Has Changed,"**

a Silicon Slopes event. Speaker Jeff Patton of Jeff Patton & Associates and author of the book *User Story Mapping* will discuss how 21st century software development has thrown out most of the process assumptions you might have originally learned and how product thinking, lean startup thinking and continuous delivery have fundamentally changed how software is designed and built. Location is Kiln, 2701 N. Thanksgiving Way, Suite 100, Lehi. Free. Details are at [silicon-slopes.com](http://silicon-slopes.com).

### Jan. 9, 1 p.m.

**"Building a Software Company in Cache Valley,"** a Silicon Slopes event. Location is Vivint Smart Home, 1400 N. 635 E., Logan. Free. Details are at [silicon-slopes.com](http://silicon-slopes.com).

### Jan. 9, 5-7 p.m.

**Business After Hours,** an Ogden-Weber Chamber networking event. Location is DaVinci Academy, 2033 Grant Ave., Ogden. Free for chamber members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com)

### Jan. 10, 6-8 p.m.

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

### Jan. 11, 7:45-9 a.m.

**Women in Business Networking,** an Ogden-Weber

Chamber of Commerce event. Location is Weber Center, 2480 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Jan. 11, 8-9:30 a.m.

**"Year In Review: Top Media Stories of 2018,"** a Salt Lake Chamber event featuring a panel of journalists discussing the year's top stories and their impact on Utah communities. Location is 50 West Club & Café, 50 W. Broadway, Salt Lake City. Cost is \$20. Details are at [slchamber.com](http://slchamber.com).

### Jan. 11, 8:30-11:30 a.m.

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

### Jan. 15, 8 a.m.-noon

**"Basic I-9 Compliance,"** an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### Jan. 15, 8 a.m.-noon

**"Effective Coaching Skills,"** an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### Jan. 15, noon-1 p.m.

**Cyber Lunch & Learn Series** titled "Disaster Prevention & Response Plan," a Salt Lake Chamber event. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600, Salt Lake City. Free. Details are at [slchamber.com/cyber](http://slchamber.com/cyber).

### Jan. 16, 9-11 a.m.

**"Pitch Deck 101,"** a Women's Business Center of Utah (WBCUtah) event that is a hands-on workshop related to the creation of the best pitch deck. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at [slchamber.com](http://slchamber.com).

### Jan. 16, 11:30 a.m.-1 p.m.

**Business Women's Forum.** Speaker Linda C. Smith, artistic director of the Repertory Dance Theatre, will discuss "Connecting Through Art: A Celebration of Diversity with Dance." Location is Repertory Dance Theatre, 138 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for non-members. Details are at [slchamber.com](http://slchamber.com)

### Jan. 16, 5:45-6:45 p.m.

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

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

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

### Jan. 18, 7:30 a.m.-noon

**Utah Economic Outlook & Public Policy Summit 2019,** presented by the Salt Lake Chamber and Kem C. Gardner Policy Institute at the University of Utah. Keynote speaker is Ed Bastian, CEO of Delta Air Lines. Other activities include a 2019 economic outlook from economists, release of the Salt Lake Chamber CEO Outlook Confidence Index, presentation of the 2019 Economic Report to the Governor, Gov. Gary Herbert's economic vision for 2019, a 2019 legislative session preview from legislative leadership, and release of the Salt Lake Chamber's 2019 legislative agenda. Location is Salt Lake City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$85 (\$65 for chamber members before Dec. 15). Details are at [slchamber.com](http://slchamber.com).

### Jan. 19, 11:30 a.m.-2 p.m.

**EO Utah Entrepreneur Speaker Series.** Presenters are Scott Abbott, CEO, ProNexus; Juliana Lindsay, owner, Great Clips; Troy Skabelund, partner, Preferred CFO; Andrew Smith, CEO, Four Food Groups; and Cary Wasden, portfolio advisor, Andina. Location is Salt Lake Community College's Miller Campus, Miller Free Enterprise Center, Auditorium 101, 9750 S. 300 W., Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

### Jan. 21, 11:30 a.m.-1 p.m.

**Business Plan Forum,** a West Jordan Chamber of Commerce event. Greg Casset of the Zions Bank Resource Center will discuss how to start a business, create a business plan and succeed in business. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

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**SSTI**  
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compared to more-modest growth in other deep tech sectors in the state, meaning Utah's tech sector is getting out of balance," he told the crowd, a group focused on boosting technology-based economic development.

One challenge in the development of breakthrough technology in those "deep" tech sectors is that they often require more time, research, capital investment and regulatory scrutiny than do those in IT and software, he said.

"We must not allow these challenges to dissuade us from doing what is necessary to maintain a healthy and diverse innovation ecosystem," Cox said, adding that government may need to intervene to address market gaps.

"In Utah, as elsewhere, there is a perception that private capital is readily available to any technology entrepreneur. However, nearly all of the private capital invested in Utah in the past five years has gone to IT and services. Only a fraction — less than 10 percent — has gone to the deep tech sectors in our state. In the face of such a market gap, many promising technologies will wither on the vine and the innovation pipeline becomes sparse," he said.

That government intervention could be in the form of technology-based economic development programs that can keep the innovation ecosystem healthy and ensure startups have the support they need to get private follow-on funding and enter the market, he said.

If changes are not made, Utah could face the same fate as states, nations and empires that once towered over their counterparts because of technology and innovation but ultimately failed.

"When we look at Utah's history of innovation and Utah's current economy, it is easy to become overconfident," Cox said after reciting a long list of tech developments that took place in Utah. He noted that Utah's economy is strong, the state has been repeatedly listed at the top of rankings for business and entrepreneurship, and Utah is enjoying low unemployment and growing exports.

"History is replete, however, with examples of once-dominant states, nations and empires failing and falling. More often than not, failure comes as a result of a state's inability to embrace technology and innovation," Cox said.

The 700-year reign of the Ottoman Empire was based on innovation and technology but ended when the Ottomans began

to prefer isolationism and reject technology.

Cox noted that industries and individual companies likewise can face shorter periods of dominance if they do not foster innovation. Only 12 companies remain from the first Fortune 500 list in 1955. In the 1950s, the average lifespan of a company on

the Standard & Poor's 500 index was 60 years but has shrunk to 20 years.

"History teaches us that top-performing industries of today are likely not to be top-performing industries of tomorrow. Therefore, we must be vigilant in seeing new industries," he said. "We must build an innovation pipeline

that will deliver new ideas, new technologies, new industries 10, 15 and 20 years down the road. Long-term growth can only be assured through continuous innovation."

Today's disruptive technologies will ultimately be disrupted in the future, he added, and states with only a few tech industries

will be vulnerable during economic downturns.

"Therefore, it is critical that states continue to diversify and expand their technology base," Cox said. "A diverse base of industries within the technology sector is key to a state's ability to sustain its economy in good times and bad."

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## Opinion

# Will the current lame-duck Congress once again overextend itself?

Last year's tax reform represented a first step toward improving the tax code by making it simpler, fairer and slightly less distortive. As Congress considers taking up a so-called tax-extenders bill before the new Democratic-controlled House is seated, any hope of continuing a reformation requires vigilance against returning to those old ways through a ritualistic revival of expired special-interest tax breaks.

Tax extenders are temporary and narrowly targeted tax provisions for individuals and businesses. Examples include the deductibility of mortgage-insurance premiums and tax credits for coal produced from reserves owned by Native American tribes. According to the Tax Foundation's Erica York, "Twenty-six now expired provisions are under congressional review to determine whether they merit a permanent place in the tax code. The ten-year cost of making all 26 provisions a permanent part of the tax code would be \$92.5 billion." She adds, "More than half of the remaining provisions are tax credits that subsidize certain economic activities."

These tax provisions were last authorized as part of the Bipartisan Budget Act

of 2018, which retroactively extended them through the end of 2017, after which they have thus far been left to remain expired. If Congress indeed takes up extenders during the current lame-duck session, any extended provisions are likely to once again apply retroactively through the end of 2018, or perhaps longer.

There are several problems with this approach to tax policy. Frequently allowing tax provisions to expire before retroactively reauthorizing them creates uncertainty that undermines any potential benefits from incentivizing particular behaviors. Each extender provision restarts an economically unproductive political feeding frenzy that only benefits lobbyists.

Another issue is that not all tax extenders are a problem. Some are meant to avoid or limit the double taxation of income that's common in our tax code. Those extenders should be preserved. Yet others are straightforward giveaways to special interests. Those should be eliminated.

But this difference among tax extenders means that keeping all of them, terminating all of them or allowing them to expire (only to revive them every so often) is a terrible way to run tax policy. Unfortunately, such

confusion and inefficiency are seldom obstacles to politicians who craft tax policy.

Tax extenders also enable deceptive budgeting practices. The budget baseline established by current law shows higher tax and revenue projections because it — unrealistically — assumes that the tax-extender policies last only until the end of their current extension. That means that the special-interest benefits thought to be temporary provisions aren't appropriately reflected in budget projections.

It's time for a new approach under which tax extenders are evaluated and debated on their individual merits. The emphasis should be on eliminating special-interest handouts or provisions that otherwise represent bad policy. Conversely, any and all worthy provisions should be made permanent features of the tax code.

As it happens, seven of the 26 extender provisions — namely, those dealing with business-cost recovery mechanisms like the "three-year write-off period for racehorses two years or younger" — were rendered moot by the Tax Cuts and Jobs Act. This means that almost all of the provisions now up for consideration are exclusively special-interest privileges, which should be left to expire and never revived. They bestow narrow benefits on specific industries, such as

credits for renewable energy production and biodiesel. Reauthorizing these provisions would be incompatible with any tax-reform effort that purports to make the tax code simpler and less distortionary in nature.

Earlier this year, House Ways and Means Committee Chairman Kevin Brady, R-Texas, proposed to do just that. He called for a "rigorous test" to determine which of the temporary provisions are worth keeping and which should be allowed to permanently expire, and he promised to draft legislation to achieve these laudable objectives.

That proposal came out two weeks ago. Unfortunately, it fails to take a hard look at tax extenders, as Brady promised. In fact, it extends most of the provisions that should have been terminated, making this exercise — once again — a great example of the power of special-interest politics over good economics.

The dire need to fix the federal budget, along with the dysfunctional effects from extenders, should provide the additional motivation needed to end this practice once and for all.

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

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VERONIQUE  
de RUGY

## Wise strategy would be to return to norms America built after World War II

The G-20 summit in Argentina took place at a moment when the United States still stands at the center of the world. The U.S. economy is booming; the dollar is almighty; American technology companies continue to dominate the new digital economy; and the U.S. military remains the unrivaled master of land, sky and sea. But there are forces, both short-term and long-term, that are working to erode this hegemony.

As Morgan Stanley's Ruchir Sharma has pointed out, the global economy looks like it's at "peak America." U.S. stocks have outperformed the rest of the world this decade, and that sort of trend rarely lasts. The current recovery is now the second-longest in history and it is due for a downturn. Interest rates are rising, corporate profit growth is slowing and budget deficits are surging. Even Pres. Trump seems aware of the likelihood of a dip, which is why he has been preparing the ground for it, blaming the Federal Reserve for raising interest rates.

But there are broader structural realities at work as well. While the United States continues to outperform other advanced economies, the "rise of the rest" also continues, with China, the world's second-largest economy, growing at three times the pace of America. A quarter-century ago, China accounted for less than 2 percent of the global economy. Today it is 15 percent and rising. China boasts nine of the world's 20 most valuable tech companies.

This economic reality is having a geopolitical effect. China is the largest trading partner of major economies in Latin America, Africa and Asia. That gives it clout. Its Belt and Road Initiative is designed to extend Beijing's influence across Asia and beyond, creating not just a market but also a string of allies and dependencies. It has expanded its control over the South China Sea in ways that neither the Obama administration nor the Trump administration has been able to

block or counter.

Anywhere one goes in the world these days, leaders talk about America's retreat from the world stage. They note that it began before Trump. Most date it to the aftermath of the Iraq War, spanning the administrations of George W. Bush, Barack Obama and now Trump. And while the Trump administration is bellicose in its policies, especially on trade, they are all in service of a "Fortress America" mentality that seeks less engagement with the world, politically and economically.

Foreign leaders also note that the U.S. is likely to be increasingly constrained by its mounting budget woes. *The Financial Times'* Gillian Tett points out that the U.S. government now spends \$1.4 billion a day on its debt, 10 times more than the next major industrialized country does. As interest rates rise and more Americans reach the age of collecting Social Security and Medicare, the federal government will be tightly con-

strained. Ezra Klein has quipped that the American government is "an insurance conglomerate protected by a large, standing army," and that is becoming truer every day.

American retreat will not produce a better world. It will be messier and uglier. To get a glimpse of it, look at the Middle East today. As America has withdrawn from its traditional role as the region's power-broker — maintaining relations with all sides and striving to achieve some degree

of stability — Iran, Turkey and Saudi Arabia are all jockeying for influence. America has simply subcontracted its policy to Riyadh, encouraging the Saudis' reckless behavior and resulting in the world's gravest humanitarian crisis, the war in Yemen, where 12 million people are on the verge of famine.

At the time when these forces of entropy are intensifying, when America does

see ZAKARIA page 14



FAREED  
ZAKARIA





## Opinion

# Eliminating lawyers is a good idea; maybe this guy's app is a good start

“MSNBC Touts DoNotPay App That Eliminates the Need for Attorneys”

All right you've got me. The above headline is fake news. But thanks to a Stanford undergraduate from London, there is a good chance that the need for an attorney can be eliminated for many legal proceedings.

When Joshua Browder was in high school in London, he got a parking ticket for being too far out in the street. Since the cost of the parking ticket represented 60 percent of his monthly allowance, he started to research how to get out of paying. He found out that the parking strips were mis-painted and he didn't have to pay. This gave him the idea to create a bot so people could bypass the need for a lawyer for simple legal proceedings.

Browder has now written an app called DoNotPay that allows people to fill out forms for legal proceedings. If you want to file suit in small claims court, the app will create the document. If you want to win a dispute with the landlord, bring up the app

and soon Browder's app will help you file for a uncontested divorce.

I was in the throes of putting together a nonprofit that would help get small businesses relief from the ridiculous cost of the healthcare they provided for their employees, when lightning struck. I asked one member of my “Saturday Breakfast Club,” an attorney, to become a member of the board of directors and he agreed. At our first board meeting, I asked this now-former friend if he could do the required legal work pro bono — and it was my understanding that he would.

One month later, I got a bill from him for \$7,000. All he had done for the \$7,000 was to incorporate the nonprofit — maybe make 10 phone calls, attend three board meetings and go to a negotiation meeting with University of Utah Health Sciences.

After some agonizing negotiations with him, the nonprofit ended up paying \$5,000.

A good friend of mine ran afoul of the EPA and it ended up costing his company

over \$2 million. Of the \$2 million, only \$600,000 was spent on cleanup and the rest went to his attorneys. The firm employs about 50, which means rather than pay attorneys, he could have given each employee a one-time bonus of \$28,000.

I started to wonder just how much the legal profession influenced laws and regulations. Not only are attorneys lobbyists, they are also elected officials. If I were a conspiracy theorist — which I am not — there is a case that can be made that attorneys pass laws and issue regulations to feather their own nests.

In 2013, the U.S. had over 81,000 regulations in place. If you stack the 81,000 regulations one on top of another, the pile would reach the same height as a three-story building. Donald Trump campaigned on reducing the number of regulations and has instigated a policy that says, “for every regulation in, take five regulations out.” This is a move in the right direction.

The U.S. leads the world in the number of lawyers per capita, with one lawyer for every 300 citizens. Germany has one law-

yer for every 583 citizens and France has one lawyer for every 1,403 citizens. Again, I must reiterate that we must do everything we can to make America competitive globally — and keeping businesses' cost of legal fees as low as possible is one way to do it.

My wife and I hired an attorney to update our wills. Not only did he update our wills, he set up a trust for us. It looks like he did a good job, but, my gosh, it was expensive and he contacts us annually to see if we need anything — for which he charges us. If the DoNotPay app had a feature for estate planning, my wife and I would have used it instead.

Even though lawyers make up only 0.06 percent of the population, they make up 40 percent of Congress. Author George R.R. Martin once wrote, “Politicians were mostly people who had too little morals and ethics to stay lawyers.”

Enough said.

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



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## CALENDAR

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### Jan. 22, 10-11 a.m.

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

### Jan. 22, 11:15 a.m.-1 p.m.

**2019 Athena Leadership Award Ceremony and Luncheon,** an Ogden-Weber Chamber of Commerce event. Location is the Timberline Steakhouse, 1701 Park Blvd., Ogden. Cost is \$20. Details are at ogdenweberchamber.com.

### Jan. 23, 8-9:30 a.m.

**Legal Breakfast Briefing,** an Employers Council event that is part of a five-briefing series designed to help company leaders face developing and pressing legal challenges with confidence. Sessions run throughout 2019. Briefing Jan. 23 is titled "Arbitration Agreements after Epic Systems Corp. v. Lewis." Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$396. Details are at employerscouncil.org.

### Jan. 23, 9-10:30 a.m.

**Workforce Development HR Forum,** a West Jordan Chamber of Commerce event. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

### Jan. 23, 3-4:30 a.m.

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

### Jan. 24, 8-10 a.m.

**"Harassment Prevention Training for Employees,"** an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

### Jan. 24, 3-4:30 p.m.

**"It's All in The Presentation,"** a Women's Business Center of Utah (WBCUtah) event focused on ensuring a company's story is deeply engaging and that its presentation slides complement the pitch. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

### Jan. 24, 6-9 p.m.

**31st Annual "Share the Magic" Gala,** a West Jordan Chamber of Commerce event featuring dinner, live entertainment, a silent auction and an awards ceremony. Location is The Gathering Place at Gardner Village, 1100 W. 7800 S., No. 24, West Jordan. Registration deadline is Jan. 18. Details are at westjordanchamber.com.

### Jan. 25, 6-9 p.m.

**Business Awards Banquet,** a Davis Chamber of Commerce event. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberof-commerce.com.

### Jan. 29, 8 a.m.-noon

**"Key Utah Employment Rules,"** an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

### Jan. 30, 8 a.m.-2 p.m.

**"Speak Like a Pro: Greatness in One Day,"** a Salt Lake Chamber event that is part of the Professional Development Series. Speaker is Dan Clark of Dan Clark and Associates. Location is Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$189 for members, \$209 for non-members. Details are at slchamber.com.

### Jan. 31-Feb. 1

**Silicon Slopes Tech Summit,** featuring keynote presentations, breakout sessions, entertainment and more. Topic groups are entrepreneurship, blockchain, software development, artificial intelligence, consumer products and social good. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Early-bird cost is \$129. Details are at www.siliconslopesummit.com.

### Jan. 31, 10 a.m.-8 p.m.

**Government Contracting,** a U.S. Small Business Administration event. Location is the Wallace Bennett Federal Building, 125 S. State St., Room 2222, Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

see CALENDAR next page

## ZAKARIA

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face real constraints on what it can do internationally, the wisest strategy would be to bolster the international institutions and norms that America built after World War II, both to maintain some degree of stability and order and also to preserve and extend American interests and values. The smartest path to constraining China comes not from a head-on policy of containment but rather from a subtle one that forces Beijing to remain enmeshed and interdependent with the international community. China recognizes this and tries hard to free itself from multilateral groups, preferring to deal one-on-one with countries where it will always tower over its negotiating partner.

And yet, nothing animates the Trump administration more than its opposition to multilateralism of any kind. And so, as the world gets more chaotic, the forces that could provide order are being eroded. And as is so often the case, China simply watches quietly and pockets the gains.

Fareed Zakaria's email address is [comments@fareedzakaria.com](mailto:comments@fareedzakaria.com).

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

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

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

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

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

## CALENDAR

from previous page

### Feb. 1, 8-10 a.m.

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

### Feb. 1, 8-10 a.m.

**Friday Forum**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

### Feb. 6, 9-10:30 a.m.

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

### Feb. 7, 8 a.m.-4 p.m.

**Supervisory Skills Program**, an Employers Council event over four consecutive Thursdays. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at [employerscouncil.org](http://employerscouncil.org).

### Feb. 7, 11:30 a.m.-1 p.m.

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

### Feb. 7, 6-10 p.m.

**2019 Annual Gala and After-Party**, an Ogden-Weber Chamber of Commerce event. Recipients of various chamber awards will be honored. Location is Peery's Egyptian Theater and Ogden Eccles Conference Center. Cost is \$100. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Feb. 8, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

**Form I-9 Self-Audit Workshop**, an Employers Council event providing hands-on instruction and examples of how to audit Form I-9s to ensure compliance with USCIS regulations, as well as make corrections the right way. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at [employerscouncil.org](http://employerscouncil.org).

### Feb. 12, 8 a.m.-3:30 p.m.

**Lead Worker Training**, an Employers Council event focusing on the changing relationships for

leads and group or team leaders, the expectations and limitations of the position, and the communication demands from employees and management. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$225. Details are at [employerscouncil.org](http://employerscouncil.org).

### Feb. 13, noon

**"AI and the Future of Finance,"** a Silicon Slopes event. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

### Feb. 14, 11 a.m.-1 p.m.

**"Sweet Success: Growing Into Small Business,"** a Women's Business Center of Utah event featuring a panel discussion. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$35. Details are at [slchamber.com](http://slchamber.com).

### Feb. 15, 7:30 a.m.-1 p.m.

**Small Business Summit 2019**, with the theme "Ignite & Inspire," a Salt Lake Chamber event featuring an opportunity for small-business owners, managers and entrepreneurs to learn new tools, tactics and strategies; gain practical skills; and make connections to help support the growth and success of small business in Utah. Location is Marriott University Park, 480 Wakara Way, Salt Lake City. Cost for members is \$75 before Dec. 15, \$85 thereafter; \$99 for nonmembers. Details are at [slchamber.com](http://slchamber.com).





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