

OF NOTE



Where's the stork?

The birth rate in America just keeps dropping, according to new numbers from the Centers for Disease Control. The number of babies born in 2017, around 3.85 million, was the lowest since 1987 and well below the 2,100 babies per 1 million residents needed for the country's population to replace itself. Utah and South Dakota were the only states with enough babies to maintain their populations.

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Zion & Bryce still open; money running out

Brice Wallace
The Enterprise

While state and partner money to keep basic services operating at Zion and Bryce Canyon national parks could last for a few weeks, if not months, state officials believe another funding authorization will be needed soon.

In response to a partial federal government shutdown that began Dec. 22, the state recently opted to forgo building a traveler welcome center in St. George in order to put \$80,000 toward funding visitor services and custodial services at Zion and Bryce Canyon. Those funds have been augmented by various partner organizations.

But Vicki Varela, managing director of tourism, film and global branding at the Governor's Office of Economic Development (GOED), told the GOED board last week that about \$62,000 of that amount had been spent so far.

"We're really stretching the dollars with these strong partnerships," Varela said, cautioning that an authorization for additional funding could be needed in two to three weeks.

Beyond that, she said, she is unsure

what course to take if, as President Trump has said, the shutdown lasts for "months or even years."

"We need additional guidance, direction, from the governor and Legislature about what we do if President Trump's vision plays out, and I don't know the answer to that," Varela said. "I can tell you, the governor and legislative leadership ... have all expressed a commitment to stand by the national parks in whatever ways we can."

Working with various partners, the visitor centers have remained open at Zion and Bryce Canyon national parks. All other federal welcome centers are closed. All state parks and facilities are open. Varela said Capitol Reef and Canyonlands national parks typically have "extremely low winter visitation." Arches National Park's superin-

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Energy Fuels Inc. has resumed production of the steel-strengthening metal vanadium at its White Mesa uranium mill near Blanding in San Juan County. The element is being reclaimed from the site's tailings ponds (foreground) that are a byproduct of uranium refining.

White Mesa Mill back in vanadium production after five-year hiatus

John Rogers
The Enterprise

Energy Fuels Inc. is refining the little-known metal vanadium at its White Mesa Mill south of Blanding for the first time since 2013. Best known as the only operating conventional uranium production facility in the United States, the White Mesa Mill discontinued processing vanadium as prices for the metal fell below commercially viable levels about six years ago.

After falling below \$5 per pound in 2013, vanadium was selling at \$28.75 in November before falling back to about \$15 last week. Energy Fuels executives said that their current vanadium production is still

profitable at that price. The company estimates that the tailing ponds contain about 4 million pounds of recoverable vanadium.

The current recovery effort reclaims vanadium pentoxide (V_2O_5) from tailings pond solutions at White Mesa related to uranium processing. Earlier this month, the mill produced its first batches of vanadium concentrate, also known as "black flake." The company said it may achieve full production rates of 200,000 to 225,000 pounds of vanadium pentoxide per month by the end of the quarter.

"We are extremely pleased with the quality and purity of our initial batches of

Overstock axes 100 in return-to-profitability effort

John Rogers
The Enterprise

It hasn't been a very good year for Midvale-based Overstock.com Inc. The online retailer lost big-time in the equities market in December, with its stock plunging 31 percent compared to a 9 percent slump in the S&P 500. The decline closed out a brutal year for Overstock shareholders as the stock shed nearly 80 percent of its value during 2018, according to data from S&P Global Market Intelligence.

Overstock's gruesome year was due partly to its struggling e-commerce retail operation that lost ground to competitors like Amazon and to startup operations like Wayfair. The company pumped money into advertising and lowered its online prices, but the strategy only resulted in more losses.

In the meantime, Overstock founder and CEO Patrick Byrne became an aggressive bettor in blockchain technology, founding Overstock venture capital subsidiary Medici Ventures in 2014 specifically for blockchain investment. Collapsing cryptocurrency prices late last year added

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Utah payment processor to expand, add jobs

Brice Wallace
The Enterprise

A payment processing solutions company will expand in Utah and add 300 jobs in the next few years.

Galileo Processing Inc. made the announcement after being approved for a \$2.4 million tax credit incentive last week by the Governor's Office of Economic Development (GOED) board.

The company, founded in 2000 and based in Cottonwood Heights, needs new space to accommodate its employee growth and to build a data center.

"This a company that's been in Utah for a number of years now and has been growing quietly in Utah to the place now where they're in this inflection point where they're going to see tremendous growth," said Tom Wadsworth, GOED's business development and corporate incentives manager.

Galileo offers a technology platform that supports prepaid products and debit and credit solutions. It supports general-purpose reloadable, gift, travel, reward and loyalty, healthcare, and debit and credit prepaid products; hybrid transactional credit, item processing and savings ac-

count products; and mobile access, contactless RFID, virtual card account, integrated bill payment, secondary and companion cards, overdraft, direct deposit and SMS text alert solutions.

"Galileo is appreciative to GOED for the support of our business," Clay Wilkes, Galileo's CEO, said in a prepared statement. "Galileo has a strong and proven track record as a leader in payments and fintech and we are



excited about the future opportunities to expand our business within Utah."

The company has 170 employees in Cottonwood Heights. Wadsworth said Utah's competition for the \$15 million project came from neighboring states — he mentioned Arizona and Colorado. The company has a data center in Colorado.

Bryan Brooks, chief financial officer for the company, told the GOED board that its incentive was "very critical" in the company choosing Utah for the project. "What we asked the state for consideration was really what we needed to help our project pencil and allow us to continue to grow in Utah," he said.

"Well, you're a great company," replied Jerry Oldroyd, chairman of the GOED board. "We certainly want you to continue to grow in Utah."

The company is considering locations for the data center, Brooks said, adding that it most likely will not be in Cottonwood Heights. GOED documents indicate a leased location in Murray is among the options.

The project is expected to generate new wages of \$121.5 million over seven years, with the average annual pay for the new positions being \$80,000, as well as new state tax revenue of \$12 million during that period.

"Galileo is homegrown Utah company that is taking an innovative approach to payment solutions," said Val Hale, GOED's executive director. "As Galileo researched opportunities to expand, we're grateful they've selected Utah to continue to grow their operation."

Film Commission touts busy 2018, looks ahead to 2019

The year 2018 was a busy one for the Utah Film Commission, as 550 film permits were approved across the state and 16 productions received incentives to shoot in Utah.

The incentivized productions include feature films, four series, two documentaries and a TV pilot. The commission said an estimated \$63 million was spent on productions in Utah, prompting the creation of more than 1,300 local jobs.

Among the productions debuting in 2018 were Paramount Network's "Yellowstone," starring Kevin Costner; YouTube Red's "Youth and Consequences"; and second seasons of HBO's "Westworld" and Disney Channel's "Andi Mack." Features "Little Women," "Trek" and "Jane and Emma" were theatrically released in 2018. Science fiction comedy series "Snatchers" returned to Utah to shoot its third season. Having shot its first season in Utah, the show went on to film its second season in New Mexico before returning to Utah.

The commission also supported and advised on many more productions, including six holiday-genre films for channels including Hallmark and Lifetime, as well as commercials for Google, Wrangler, Ford and Armani.

"We are, of course, always delighted to see big networks returning to film in the state, but it's equally a major win for us to sup-

port smaller-scale, local productions in creating standout content," said Virginia Pearce, director of the Utah Film Commission. "We strongly believe in developing opportunities for Utah filmmakers here at home, which is why we launched the Next Level Program this year, to provide funding and training for local directors and producers. We are very proud to have worked with so many talented, hard-working people on both sides of the lens and look forward to a busy and eventful new year."

The 2018 Sundance Film Festival had a significant in-state presence, with four Utah-made productions premiering at the festival for a second year in a row. Of these, feature film "Hereditary" received rave reviews, many calling it the most terrifying horror movie in years, and the documentary "Quiet Heroes" went on to play at 10 other festivals.

In 2019, Disney Channel will return to film the latest in its "High School Musical" saga in the form of a series titled "High School Musical: The Musical." In addition, a feature film by Jim Cummings ("Thunder Road"), an animated feature with voiceovers from Emma Roberts and Dennis Quaid, and a documentary about the most remote high school in Utah are all expected to begin production.

Utah has been the shooting location for many episodic series and more than 1,300 motion pictures.

Auric Solar buys Solaroo

Auric Energy of West Valley City has acquired West Jordan-based Solaroo Energy, a competing rooftop solar installation company serving Utah and Colorado. The acquisition reflects opportunities to offer a greater range of products and services to clients at all scale of projects, Auric said in a release announcing the deal.

"Both Auric Energy and Solaroo have a shared passion of changing the way people produce and consume energy," said Jess Phillips, CEO and co-founder of Auric Energy, which formerly operated as Auric Solar. "Adding the talented, motivated Solaroo team to the Auric Energy family will strengthen our existing residential and commercial markets in Utah and Colorado and bolster our revenue streams. We are already experiencing the synergies created in the short time we've been working on this partnership."

Solaroo brings commercial-scale projects to the Auric com-

mercial team, as well as a residential installation pipeline, Auric said. A broader range of solar panels, energy-efficiency products and electrical services will be available to all customers in Utah, Colorado, Idaho and Oregon. The company said it is also exploring other markets for expansion.

"This is a rare opportunity for two great companies to combine visions, cultures and best practices across a significant amount of solar business," said Kelly Curtis, CEO and co-founder of Solaroo. "Combining these companies will result in a better product, more savings and an overall better experience for our customers. We're very pleased with the outlook for the future."

"One of the key factors in joining forces with Solaroo is that our core values will remain the same. We are focused on customer experience and having our products and people do what we say they are going to do," Phillips said.



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Cox: Utah rebounds in rankings of tech concentration, dynamism

Brice Wallace

The Enterprise

Last month, Lt. Gov. Spencer Cox decried Utah's slip in a Milken Institute ranking of states based on technology concentration and dynamism. Utah had fallen to 13th in 2016 despite holding the top spot for a decade.

Well, Utah has regained its No. 1 ranking.

In the institute's biennial State Technology and Science Index (STSI) listings for 2018, Utah was once again top-ranked for technology concentration and dynamism, nudging ahead of second-ranked California.

Cox used Utah's lower ranking as proof that the state's technology sector is out of balance and in need of greater diversity. The growth in the state's information technology and software sector, embodied in Silicon Slopes, needs to be duplicated in other tech sectors like aerospace, life sciences, automation and robotics, and clean tech, Cox said.

The Milken study is a biennial assessment of states' capabilities and competitiveness in a tech-focused economy. Overall, Utah finished No. 5, behind Massachusetts, Colorado, Maryland and California. Utah was the only new state in the top five, rising from 2016's eighth-place ranking. The report indicated the rise was based on the strength of rapid employment growth in technology and science.

"Utah's move to fifth was driven by tech-sector employment growth — the fastest in the nation — averaging 4.3 percent annually," the report said. "The state also had the most university graduates with degrees in science and engineering — 15.4 per 1,000 students. Utah stood out for the success of its universities in spinning research into commercial ventures."

The report cited the University of Utah, the top school in the U.S. for commercializing university research and development, as "exemplifying the state's focus on building its knowledge economy."

In other breakout rankings, Utah was No. 11 in research and development inputs, up from 14th in the most recent study; No. 1 in risk capital and entrepreneurship infrastructure, up from sixth; No. 5 in human capital investment, up from 11th; and No. 9 in technology and science workforce, down from sixth.

Utah has a "buoyant economy" and features two areas in Milken's 2017 list of the "best-performing cities" in the U.S.: top-ranked Provo-Orem and No. 10 Salt Lake City, the report said.

The technology concentra-

tion and dynamism index featured various measures, including the percentages of establishments, employment and payrolls that are in high-tech categories and growth in a number of technology categories.

"A large, dynamic and diverse high-tech sector points to a fertile environment for similar firms," the report said. "Alongside the advantages of industry clusters, strengths in a variety of high-tech sectors suggest a more-robust economy less vulnerable to obsolescence and external economic shocks. Growth in these industries generates effects throughout the economy, stimulating additional economic activity through employee spending and supply-chain impact."

Among factors boosting Utah in the tech concentration and dynamism list are third-place rankings

in the net formation of high-tech businesses and rate of Fast 500 companies, while its average yearly growth in those categories rank No. 1 in the nation.

"These indicators show the state has been growing a high-tech sector with a strong entrepreneurial foundation. ... The state has generated tech unicorns and has earned a reputation as a good place for startups," the report said.

Utah's rank in the sub-index of concentration of computer and information science experts, which fell five ranks to 13th, could rise in part through the Utah Pathways program, supported by the private and public sectors and aimed at addressing workforce needs in aerospace, energy, life sciences and software, the report said.

The STSI is designed to be a benchmark for policymakers to

evaluate their state's capabilities and formulate strategies for improving STEM education, attracting businesses, and creating jobs in the tech sector.

"The success stories of states profiled in this year's index reflect sustained efforts to not only build but to maintain their ecosystem," said Kevin Klowden, executive director of the Milken Institute Center for Regional Economics. "Making the changes that are necessary to perform well on the State Technology and Science Index can contribute to stronger long-term economic performance."

"Investing in human capital and developing a STEM workforce is crucial for regional economies that want to attract large technology companies and the jobs they bring," said Minoli Ratnatunga, the institute's director of regional

economics research.

The report recommended four steps that policymakers nationwide could take to improve their state's competitiveness:

- Increase scholarships and other financial aid to lower the cost of higher education for in-state students who plan STEM careers.
- Better align STEM curricula to make it easier for students to transfer credits from lower-cost two-year colleges to four-year institutions.
- Encourage partnerships between higher-education institutions and private companies to provide students with work experience to improve workforce readiness and job placement.
- Make employee noncompete laws less restrictive to encourage a freer exchange of ideas and talent among tech companies.

Utah Economic Summit set for Friday

One of the most prominent Utah economic events in the early part of 2019 takes place this week.

The Utah Economic Outlook and Policy Summit, hosted by the Salt Lake Chamber in collaboration with the Kem C. Gardner Policy Institute at the University of Utah, takes place Jan. 18, 7:30 a.m., at the Salt Lake City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City.

The annual event usually attracts more than 1,000 people. It will feature an economic outlook from economists, release of the chamber's CEO Outlook Confidence Index, presentation of the 2019

Economic Report to the Governor, Gov. Gary Herbert presenting his economic vision for the year, a legislative session preview with legislative leadership, and release of the chamber's 2019 legislative agenda. The keynote speaker is Ed Bastian, CEO of Delta Air Lines.

The economic report to the governor will be presented by Juliette Tennert, director of economic and public policy research at the Gardner Institute; and Phil Dean, budget director and chief economist in the Governor's Office of Management and Budget.

A panel discussing tax modernization will consist of Natalie

Gochmour, an associate dean in the David Eccles School of Business and director of the Gardner Institute and chief economist and senior advisor at the chamber, as moderator; and panelists Tennert; Dean; Jonathan Ball, director of the Office of the Legislative Fiscal Analyst; Peter Reichard, president of Utah Foundation; and Darin Mellott, Americas director of research at CBRE.

The chamber legislative priorities will be presented by Derek Miller, the chamber's president and CEO.

Details are at slchamber.com/utaheo/.



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J.P. Morgan Private Bank hires staff, opens Salt Lake City office

J.P. Morgan has announced that it is expanding its Private Bank into Utah by opening a local office in Salt Lake City. Financial advisors Brian Swenson and Eric Smith will lead a team of local professionals who provide wealth management advice, strategies and services to successful individuals, family offices, foundations and endowments throughout the region.



Brian Swenson



Eric Smith

"Utah is booming with the second-highest state GDP growth in the U.S., a strong startup community and one of the youngest and fastest-growing populations in the nation," said Barry Sommers, CEO of the Wealth Management Group at J.P. Morgan. "This high-growth market for global families and businesses is a natural next step for the Private Bank."

J.P. Morgan Private Bank has been serving clients in Utah for more than 17 years and five of the firm's top advisors have joined the new Salt Lake City team. The office has also hired local talent over the past few months and plans to grow the team to as many as 20 advisors by 2021, the bank said in a release.

The firm's entry into Salt Lake City is part of a larger expansion of J.P. Morgan Private Bank, which is adding nearly 1,000 advisors across existing Private Bank locations and more than 20 new offices across the United States that will open by 2022.

"Establishing a permanent team in the state

demonstrates the Private Bank's commitment to the Utah business community, strengthens our existing relationships and will allow us to participate directly in Utah's incredible growth story," said Geoff Barker, the Private Bank's Rockies market manager overseeing the Mountain West region and Utah.

Swenson, a Utah native and Brigham Young University graduate, joined J.P. Morgan in 2005 in Denver where he worked with clients across the Rocky Mountain states and assisted in the opening of the Arizona Private Bank office. Before moving back to Denver in 2015, he worked in J.P. Morgan's San Francisco and Palo Alto Private Bank offices, and most recently was based in London where he opened the Global India Team's London office and oversaw the investment activities of clients based in the United Kingdom, Europe and the Middle East.

"Utah's economic growth comes from various sectors and industries, resulting in diversified wealth creation," said Swenson. "Within Utah's growing business ecosystem there's an enormous opportunity for its citizens to grow their wealth, and we're here to help amplify that growth and navigate that process."

Smith, also a Brigham Young University alumni, has deep roots in Salt Lake City. He has worked with clients in Utah for several years, having joined J.P. Morgan Private Bank in 2011 as a banker, responsible for developing and managing relationships with individuals, families, family offices and foundations throughout the state.

"Providing access to the breadth of J.P. Morgan's global resources will add tremendous value for our clients and the broader Utah market," said Smith.

OVERSTOCK

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to the company's downslide.

Now Byrne has decided it's time for dramatic measures to return Overstock to profitability. Last week, the company laid off 100 employees from its retail division in an attempt to reduce expenditures by \$40 million in 2019.

In a rambling, 1,000-word email to all of the company's 1,700 employees, Byrne laid out the reasons and his justification for the cutbacks. Although accepting much of the blame, he had plenty of excuses for the company's poor performance. He concluded on an upbeat note: "However ... think of this all as being more about my errors than yours. In our nearly 20 years, we have gotten through numerous times of belt-tightening such as today. We will do it again."

Byrne laid a lot of the company's woes at the feet of an old nemesis. As long ago as 2015, he began blaming changes in search engine Google's ranking algorithms for Overstock's drop in Internet traffic. In last week's message to his employees, he seemed befuddled by the "inexplicable Google SEO erosion over the last 18 months [that] reshaped our firm's economics."

In addition to the layoffs, Overstock has also declared, "For 2019, Overstock's payroll setting is on 'No raises.'" The declaration comes just a year after "we gave our biggest raise in history (\$8 million) taking you (that's the collective 'you') well towards our goal of 115 percent of market."

Part of Overstock's strategy as it entered the blockchain business was to sell off the retail part of the company in order to leave Byrne and his key executives free to develop his cryptocurrency endeavors. Last year, Byrne launched a concerted effort to dump the retail end of Overstock by investing \$100 million to beef up the company and make it attractive to potential buyers.

"In 2018, I needed to prove to potential acquirers that, we too can accelerate quickly if we let ourselves lose even a fraction of what our competitors lose. I spent \$100 million fueling the afterburners in that demonstration and it cost us a net \$60 million that we had not planned on at the start of 2018," Byrne said in his companywide email.

Apparent interest from a Chinese investor has hit the skids, according to Byrne. "Last summer, in scaling up the capital structure of the firm for the future, I chose a deep-pocketed and experienced Chinese partner, in part for the doors it would open globally," he told employees. "Some of the scaling that we have done has been built around the assumption of their capital. Unfortunately,

ly, four months ago they delayed their investment the first time, and recently, again for two more months. This weekend I flew to Hong Kong to meet with them, and they heartedly assured me that they will come through this time."

In August, Byrne prematurely announced a \$375 million capital infusion from GSR Capital, a Hong Kong private equity firm. That investment has failed to materialize, according to money.cnn.com. The news created a temporary surge in the Overstock stock price that has since disappeared.

Byrne has apparently decided not to leave all his sell-off eggs in the Chinese basket, telling his employees, "I have opened the door to a number of conversations I had previously closed."

Byrne chose not to address Overstock's substantial investment of effort and resources in Medici Ventures, telling employees only, "You may remember that after many years of blockchain activities and some health-related leaves of absence, I came back last June to fully focus on retail."

The CEO did address the other elephant in the room. In 2012, Overstock announced plans to build a \$100 million corporate headquarters campus in Midvale. The facility opened to much hoopla in late 2016. Byrne justified the expenditure to his employees last week.

"About six years ago I stood in front of 700 of you and your predecessors and talked about this thing we were envisioning called 'Peace Coliseum,'" Byrne remembered. "I told you and your predecessors that we could spend \$100 million to build the most incredible headquarters possible, a place that would be a delight to go into every day. But if we did that, I said, *it had to count*. That is, I asked, could everyone remember that when they thought of their compensation, they remember that a part of their compensation would be not having to spend eight hours a day and 2,000 hours a year and 10,000 hours (of your) career in a typical office building cubicle jungle, but in a place that would be a delight? I remember 700 hands going up in unison, telling me they would take that deal."

To those employees who are not part of last week's layoff, Byrne asked, "So when considering the fact that in order to get things turned around I had to institute a 'No raise' policy for 2019, I simply ask you to look around where you work, remind yourself of that promise, and ask yourself, 'How much does it count?'"

In detailing his plan for Overstock's recovery, which includes 13 initiatives for improving retail sales, Byrne seems optimistic. "If we execute each of these, the prediction market (always more conservative than me) ... says that we pop back into the black."

PARKS

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tendent closed that park following a snow storm; it also has low winter visitation.

"If we're looking at this same situation late February and early March, then you start getting into high visitation at Arches, and we need to plan," Varela said. "The challenge is if this does go on as we start to get into our spring visitation, we do need direction, a set of guiding principles and a tool kit — beyond what we currently have — to try to keep those parks pristine and keep the visitor experience positive."

At stake for communities near the parks is a potentially huge economic hit. Last May, the Interior Department said direct tourist spending at Utah's national parks, national monuments and historic sites totaled \$1.1 billion in 2017, when combined visitation reached 15.2 million people. That placed Utah fifth among the states in total economic impact. Visitor spending and labor income combined to equal \$1.7 billion in direct economic output.

Zions led the way with \$341 million in tourism spending, prompted by a record 4.5 million visitors. Bryce Canyon totaled \$256 million.

Varela said Gov. Gary Herbert authorized her team to negotiate park-by-park to ensure customers were well-served and natural resources were protected during the shutdown. The customized arrangements have included those with the Zion Forever Project, Washington County and city of St. George to fund the Zion visitor center, and the Bryce Canyon Natural History Association to fund the Bryce Canyon center.

"We had tremendous feedback from the visitors — people who just wrote us glowing emails and thanked us profusely for what we did to keep this open," said Val Hale, GOED's executive director.

Varela added a few other silver linings stemming from the situation. "The longer the shutdown has gone on, the more that Utah has differentiated from national parks all over the country, where you hear horrible stories about trash and sewage and so forth," she said.

The \$62,000 spent through the middle of last week, she said, was "the best investment I've ever been able to make because I'm so inspired by the way Bryce Canyon and Zion National Park are continuing to deliver amazing services to customers, with very little money to work with."

GOED board members broke out in applause for the work done by Varela and her staff, which included handling website-based inquiries on Christmas Day. They also have been posting updated information at visitutah.com/shutdown.

"Way to go!" board member Ted Wilson told her.

"It's been amazing and inspiring to me, the way people have worked together," Varela said. "It really is all these things we say about how we can get things done in Utah."

Looking longer-term, Hale said he hopes to meet with state legislators to consider approaches for future federal government shutdowns. Jerry Oldroyd, the GOED board chairman, asked if a "a federal government shutdown rainy day fund" is the answer.

"That might be exactly what it could be called, I don't know," Hale said.

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Industry Briefs

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ECONOMIC INDICATORS

• **Utah** is about average in a list of **states most- and least-affected by the 2019 government shutdown**, compiled by personal-finance website **WalletHub**. The report looked at the 50 states and the District of Columbia, with criteria ranging from each state's share of federal jobs, to federal contract dollars per capita, to the share of families receiving food stamps. Utah was ranked No. 29 in the list of most-affected states. In breakout lists, Utah was No. 48 in the lowest percentage of families receiving food stamps. The most-affected areas are D.C., followed by New Mexico, Maryland, Hawaii and Alaska. The least-affected are Minnesota, New Hampshire, Nebraska, Iowa and Indiana.

• **Utah** is the **No. 4 "growth state in America,"** according to **U-Haul** data analyzing U.S. migration trends for 2018. Growth states are calculated by the net gain of one-way U-Haul trucks entering a state versus leaving that state during a calendar year. U-Haul said that while migration trends do not correlate directly to population or economic growth, its growth data is an effective gauge of how well states and cities are attracting and maintaining residents. Utah arrivals of one-way U-Haul trucks were up 9 percent, while departures were up 6 percent from the state's 2017

numbers. Arrivals accounted for 50.8 percent of all one-way U-Haul traffic in Utah. Among cities with notable net gains of one-way U-Haul trucks were St. George, Hurricane and Ogden. Utah was No. 21 the prior year and No. 38 the year before that. The top "growth state" was Texas, followed by Florida and South Carolina. The bottom was Illinois, followed by Michigan and California. Details are at myuhaulstory.com.



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EDUCATION/TRAINING

• The **Lassonde Entrepreneur Institute** at the University of Utah had 504 start-up teams formed during 2018 fiscal year, bringing the total to 1,300 since 2002. The institute's annual report also indicated that 125 cash prizes totaling \$405,000 were awarded, bringing the total to \$2.6 million since 2007; \$747,000 in 191 scholarships was awarded, bringing the total to \$3.8 million since

2002; the fiscal year saw 3,100 college students participate in programs; 7,700 high school and middle school students participated in outreach; and academic enrollment in entrepreneurship reached 1,200.

ENERGY

• **Auric Solar**, a West Valley City-based solar system installer, has changed its brand to **Auric Energy**. The company said the change "reflects the company's opportunity to provide a greater range of products and services to its clients at all scale of projects." It said it will continue to focus on solar, while adding electrical and battery storage among other services to be announced. The company has nearly 200 employees and has had installations at more than 100 commercial facilities and nearly 4,000 homes and housing developments.

GOVERNMENT

• The **Utah Division of Consumer Protection** will receive \$10 million in settlement funds related to a \$575 million nationwide lawsuit against **Wells Fargo** for violating state consumer protection laws. The division contended that Wells Fargo opened millions of unauthorized accounts and enrolled customers into online banking services without their knowledge or consent, improperly referred customers for enrollment in third-party renters and life insurance policies, improperly charged auto loan customers for force-placed and unnecessary collateral protection insurance, failed to ensure that customers received refunds of unearned premiums on certain optional auto finance products, and incorrectly charged customers for mortgage rate lock extension fees. The settlement involved all 50 states and the District of Columbia. Wells Fargo will also create a consumer redress review program through which consumers who have not been made whole through other restitution programs already in place can seek review of their inquiry or complaint by a bank escalation team for possible relief.

HEALTHCARE

• **Sentient Lasers**, a Park City-based company that sells aesthetic medical lasers, has hired **David Walston** as a controller. Based in the Park City headquarters, he will be responsible for financial strategy, includ-

ing reporting, decision-making and forecasting to support the company in achieving its organizational and financial goals in 2019 and beyond. Walston has more than 10 years of financial experience. In 2016, he founded and served as CEO of Walston Advisory Firm. Prior to that, Walston spent nearly seven years with ProvenMen Ministries in Virginia, where he partnered with the executive director to develop financial forecasts and assist in establishing goals and policies.

MANUFACTURING

• **Merit Medical Systems Inc.**, a manufacturer and marketer of disposable medical devices, has increased the size of its board of directors by two — from nine to 11 — and elected **Jill Anderson** and **Elizabeth Huebner** to fill the new board positions. Anderson co-founded Cianna Medical Inc. in 2008 and served as chief executive officer until Merit acquired Cianna in November 2018. Prior to Cianna, Anderson served as president of BioLucent Inc., a privately held medical device company, from 2001-07. She also served as vice president of oncology services for Lehigh Valley Hospital and Health Network. Anderson has served on the boards of directors



Jill Anderson



Elizabeth Huebner

for Cianna, Mammoplan LLC and Solis Women's Health. Huebner served as a director of Blucora, a financial technology company focused on providing online tax preparation and wealth management products, and served on a pair of committees. She held multiple executive finance positions at several companies before retiring in 2006 when she served as senior vice president and chief financial officer for Getty Images Inc.

REAL ESTATE

• **The Ensign Group Inc.** — a California-based parent company of the Ensign group of skilled nursing, rehabilitative care services, home healthcare, hospice care and assisted living companies — has acquired

the real estate and operations of **Bella Terra Cedar City**, a skilled nursing facility with 120 skilled nursing beds in Cedar City. Financial terms were not disclosed. The acquisition brings Ensign's portfolio to 189 skilled nursing operations, 24 of which also include assisted living operations; 56 assisted and independent living operations; 22 hospice agencies; 24 home health agencies; and seven home care businesses across 16 states. The company owns the real estate at 73 of its 245 healthcare operations.

RECOGNITIONS

• **Murray Area Women in Business** recently presented the first **Distinguished Doyenne Award** to **Debbie Nelson** from The Stone Soup Project.



Debbie Nelson

"Doyenne" means a woman who is the most respected and prominent person in a particular field, the chamber said. Nelson serves at the women's homeless shelter.

RETAIL

• **The Gateway**, Salt Lake City, has hired **Ted Anderson** as senior general manager. He will oversee all operations and management of the 1.4 million-square-foot shopping, dining and entertainment destination. He has 18 years of experience.



Ted Anderson

see BRIEFS next page



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Industry Briefs

from previous page

rience, most recently serving as senior regional property manager for Shopcore Properties and DDR Corp. Anderson earned a degree in accounting from Southern Utah University.

• **Hobby Lobby** will open a 61,000-square-foot store at **Valley Fair Mall**, West Valley City, this fall. The store will be on the south end of the property. Hobby Lobby has more than 800 stores in the U.S.

TECHNOLOGY/LIFE SCIENCES

• **Peter Meldrum**, co-founder of Myriad Genetics, died Dec. 20. He was 71. Meldrum was president and CEO from the company's inception in 1992 until he retired in 2015. Meldrum co-founded the company with Dr. Mark Skolnick. It had more than 2,000 workers when he retired. After his retirement,



Peter Meldrum

Meldrum served as executive director of The Meldrum Foundation, the family's private charitable foundation. He also was chairman of the board for Golden Pine Ventures LLC, a seed-stage venture capital company focused on the formation and development of biotechnology and biomedical companies. Meldrum earned a B.S. in

chemical engineering from the University of Utah in 1970, and an MBA from the UofU in 1974. Honors include being selected by Scientific American as one of the "Top 50 Scientific Visionaries in the World" and being a member of the "Scientific American Thinkbank"; being awarded the Governor's Medal for Science and Technology in 1998; receiv-

ing MountainWest Venture's Entrepreneur of the Year Award in 2001; receiving the Distinguished Chemical Engineer Award from the University of Utah in 2007; receiving an American Federation for Aging Research Award of Distinction in 2008; and being inducted into the Utah Technology Hall of Fame in 2009.

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EVENT INFORMATION



PRICING	LOCATION
General Admission \$209	Marriott City Center
Salt Lake Chamber Member \$189	220 S State St, SLC, UT 84111



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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. The submission deadline is one week before publication.

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.

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

ChamberWest Women in Business Luncheon. Speaker is Shannon Bahrke Happe, two-time Olympic medalist in freestyle mogul skiing. Location is Element Event Center, 5658 S. Cougar Lane, Kearns. Cost is \$30. Details are at chamberwest.com.

Jan. 15, 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 nonmembers. Details are at slchamber.com.

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

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

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.

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

“North Valley CEOs Dish on How to Make the Inc. 5000,” a Silicon Slopes event. Speakers are Cory Tholl of Klymit and Dave Thomas of ThomasArts. Location is Pluralsight East Headquarters, 172 N. East Promontory, Suite 300, Farmington. Free. Details are at siliconslopes.com.

Jan. 16, 3:30-5 p.m.

ChamberWest Business Connections, a ChamberWest event featuring relationship-building, business connections and opportunities to present your business, and two 10-minute pre-

sentations. Location is Staybridge Suites, 3038 S. Decker Lake Drive, West Valley City. Free for members, \$5 for nonmembers. Details are available at (801) 977-8755 or chamber@chamberwest.com.

Jan. 16, 8 a.m.-4 p.m.

“Effective Time Management,” part of Salt Lake Community College Workforce Training and Continuing Education’s Frontline Leader Workshops series. Location is SLCC’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250 per course. Other series installments are “Managing Conflict,” Feb. 13, 8 a.m.-4 p.m.; and “Project Management 101,” March 13, 8 a.m.-5 p.m. Details are at (801) 957-5270.

Jan. 16, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event. Location is The Art Factory/Utah Arts Alliance, 193 W. 2100 S., Salt Lake City. Free, and open to everyone. Details are at murraychamber.org.

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.

Jan. 16, 11 a.m.-2 p.m.

“Explore Your Career Fit,” a Women’s Leadership Institute event that is the first session of the Career Development Series, which runs once monthly for eight months. Experts will speak about topics like transferable skill development, mentorship, negotiation strategies, maximizing potential and implicit bias. First-session location is Instructure, 6330 S. 3000 E., No. 700, Cottonwood Heights. Series cost is \$995. Details are at <https://wliut.com/career-development-for-women/>.

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. 16, 6-9 p.m.

“Dominating Paid Search,” a Utah Digital Marketing Collective event. Speakers are Gil Hong and Mark Gustafson. Location is Instructure, 6330 S. 3000 E., Suite 700, Salt Lake

City. Free for members, \$20 for nonmembers. Registration can be completed at Eventbrite.com.

Jan. 17, 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.

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 nonmembers. Details are at westjordan-chamber.com.

Jan. 17, 4-6 p.m.

After Hours, an ACG Utah (Association for Corporate Growth) event. Location is Gallivan Center, 239 S. Main St., Salt Lake City. Cost is \$5 for ACG members, \$15 for nonmembers. Details are available by contacting Linda Blake at linda@acgutah.org or (801) 359-8613.

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 \$80 for members, \$100 for nonmembers. Details are at slchamber.com.

Jan. 18, 8:30-9:30 a.m.

“Bagels & Business,” a Miller Business Resource Center – Business Incubator event. Speaker Amy Kendall, founder and CEO of Hello Story, will discuss “Are You Sabotaging Your Marketing?” Location is Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Building 5, third floor, 9690 S. 300 W., Sandy. Registration can be completed at constantcontact.com. Details are available by contacting Jackie Jolly at (801) 957-5284 or jackie.jolly@slcc.edu.

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

“Innovation Series: The Future of Wi-Fi,” a Utah Technology Council event. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free. Registration can be completed at utahtech.eventbrite.com.

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

EO Utah Entrepreneur Speaker Series. Presenters are Scott Abbott, CEO, ProNexis; Juliana Lindsay, owner, Great Clips; Troy Skabelund, partner, Preferred CFO; Andrew Smith, CEO, Four Foods Group; 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.

Jan. 20, 6-8 p.m.

Business Academy, a Utah Hispanic Chamber of Commerce event that is a 10-week course on Wednesdays. Locations are UHCC office, 1635 S. Redwood Road, Salt Lake City; and Ogden Weber Technical College, 200 Washington Blvd., Ogden. Free for UHCC members. Details are at <http://www.utahhcc.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 westjordan-chamber.com.

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 westjordan-chamber.com.

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

2019 Athena Leadership Award Ceremony and Luncheon, an Ogden-Weber Chamber of Commerce event. Athena Award recipient is Jaynee Nadolski. Location is the Timbermine Steakhouse, 1701 Park Blvd., Ogden. Cost is \$30. Details are at ogdenweberchamber.com.

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

Women In Business, a Sandy Area Chamber of Commerce event. Speaker is Katie Holland, founder and CEO of Illuminate.

Location is Make-A-Wish Utah, 771 E. Winchester St., Murray. Early-bird cost is \$15 for members, \$20 for nonmembers. Details are at sandychamber.com.

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

Chamber Launch, a Salt Lake Chamber networking event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at slchamber.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 \$99 (\$396 for all five). Details are at employerscouncil.org.

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. 24-25

Rocky Mountain Bankruptcy Conference, an American Bankruptcy Institute event. Conference will examine the lessons learned in both business and consumer bankruptcy cases over the past year and take a look at what trends may lie ahead in 2019. Conference features 13 panel sessions, including four as part of a separate workshop geared toward consumer practitioners. Location is Salt Lake City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$695 for ABI members. \$395 for consumer workshop only (Jan. 25). The International Women’s Insolvency and Restructuring Confederation will hold its annual three-hour program Jan. 24, prior to the start of the conference. The cost is an additional \$75. Details are at <http://www.abi.org/calendar-of-events>.

Jan. 24, 8-9:30 a.m.

“In the Know,” a Sandy Area Chamber of Commerce event fea-

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turing a panel discussing Utah's air quality. Location is Scheels, 11282 S. State St., Sandy. Free. Registration can be completed at Eventbrite.com.

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

"How to Talk to Your Elected Officials," a Salt Lake Chamber Small Business Forum event. Speakers are Councilwoman Aimee Winder Newton and Utah Sen. Dan Hemmert. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

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

Multi-Chamber Luncheon, hosted by the South Jordan Chamber of Commerce. Location is Jordan Valley Water Conservancy District, Conservation Garden Park, 8215 S. 1300 W., West Jordan. Details are at southjordanchamber.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, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Kiln, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Cost is \$7 for early-bird members (ends one week prior to event), \$10 for members the week of the event, \$15 for nonmembers. 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. 24, 7-8:30 p.m.

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location is Intermountain Medical Center, Building 6, Classrooms 3-4, 5121 S. Cottonwood St., Murray. Free for UHCC members, \$10 for nonmembers. Details are at http://www.utahhcc.com/.

Jan. 25, 9-11 a.m.

Pitch Clinic, a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

Jan. 25, noon-1 p.m.

Women in Business Brown Bag Lunch, a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

Jan. 25, 5-8 p.m.

RAPS Utah Chapter Kick-off and Networking Event, a Regulatory Affairs Professionals Society Utah Chapter event. Location is Merit Medical, 1600 W. Merit Parkway, South Jordan. Free for members, \$5 for nonmembers. Details are at https://www.raps.org/events.

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 davischamberofcommerce.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. 29, 8:30-10 a.m.

Roundtable Event, a BioUtah event featuring Dave Camp, senior policy advisor in PwC's tax policy services practice and former chairman of the U.S. House Ways and Means Committee. Camp will discuss the impact of the current administration's policy changes and what to expect post-election. Location is PwC, 201 S. Main St., Suite 900, Salt Lake City. Details are at bioutah.org.

Jan. 29, 8:30-10:30 a.m.

"CEO Leadership Xchange: Better Relationships, Better Business," a Utah Technology Council (UTC) event. Speaker Jodi Hildebrandt of ConneXions will discuss rigorous personal responsibility, and how each one of us can contribute to building a company culture dedicated to honesty, humility, connections and success. Location is the UTC, 13693 S. 200 W., Suite 120, Draper. Free. Registration can be completed at utahtech.eventbrite.com.

Jan. 29, 11 a.m.-noon

Chamber Master Workshop, a Utah Hispanic Chamber of

Commerce event for UHCC corporate sponsors. Event will focus on how to use new chamber management software and website. Location is Thomas S. Monson Center, Zions Bank Classroom A-B, 411 E. South Temple, Salt Lake City. Details are at http://www.utahhcc.com/.

Jan. 29, 11:30 a.m.-1 p.m.

Chamber Luncheon, a combined Business Alliance and Davis Chamber of Commerce event. Location to be announced. Cost is \$20 for members, \$25 for guests. Details are at davischamberofcommerce.com.

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 nonmembers. Details are at slchamber.com.

Jan. 30, 2-3:30 p.m.

"What Executives Need to Know to Successfully Register and Commercialize Medical Products in Australia and Asia Pacific," presented by BioUtah, World Trade Center Utah and Brandwood Biomedical. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Details are at bioutah.org.

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, 8-10 a.m.

"Harassment Prevention Training for Employees" (Spanish), 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. 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.

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://firstfridaysnetworking.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.

Feb. 1, 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 Mimi's Café, 5223 S. State St., Murray. Free unless ordering from the menu. Open to the public. Details are at murraychamber.org.

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

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

Feb. 2, 7:15-9 a.m.

Eggs and Issues 2019, a Utah Valley Chamber event featuring legislators discussing issues affecting business in Utah County. Location is Utah Valley Regional Medical Center, Northwest Plaza, Clark Auditorium, 500 West and Bulldog Boulevard, Provo. Free. Details are at thechamber.org.

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

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

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.

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

"The Importance of Commercial Business Insurance," a Women's Business Center of Utah event. Speaker Julio Mendozé, owner of Julio Mendozé Insurance Agency/American Family Insurance, will discuss the importance of owning a commercial business policy and what protection commercial busi-

ness insurance offers. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

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

UTC Legislative Breakfast, a Utah Technology Council event. Location is Utah State Capitol, Senate Building, Copper Room, 350 S. State St., Salt Lake City. Free. Registration can be completed at utahtech.eventbrite.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.

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.

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

Lunch Meeting, a Murray Area Chamber of Commerce event. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at murraychamber.org.

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, Washington Boulevard, Ogden. Cost is \$100. Details are at ogdenweberchamber.com.

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

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

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.

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

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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.

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

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

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

Breakfast Meeting, an ACG Utah (Association for Corporate Growth) event. Speaker is Hanko Keissner, CEO of Packsize International LLC. Location to be announced. Details are available by contacting Linda Blake at linda@acgutah.org or (801) 359-8613.

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.

Feb. 12, 10-11:30 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.

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

“Lean Six Sigma: Green Belt,” a Salt Lake Community College course. Participants will learn Lean Six Sigma methodologies to enhance both waste reduction and process improvement skills. Location is SLCC’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$1,250 (\$750 per person from qualified companies). Registration deadline is Jan. 30. Details are at <http://www.slcc.edu/workforce/images/wf-flyer-lssgreen-draft-81518.pdf>.

Feb. 13, 8 a.m.-4 p.m.

“Managing Conflict,” part of Salt Lake Community College Workforce Training and Continuing Education’s Frontline Leader Workshops series. Location is SLCC’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250 per course. Other series installments are “Effective Time Management,” Jan. 16,

8 a.m.-4 p.m.; and “Project Management 101,” March 13, 8 a.m.-5 p.m. Details are at (801) 957-5270.

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

“Let’s Do Lunch,” a Sandy Area Chamber of Commerce event. Location is Schmidt’s Pastry Cottage, 1133 South Jordan Parkway, South Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at sandychamber.com.

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

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

Feb. 13, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Union Station, 2501 Wall Ave., Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

Feb. 13, 5:30-7 p.m.

Women in Business Gathering, a Murray Area Chamber of Commerce event. Speaker Annette Piper will discuss “Goal Setting for 2019.” Location is The Cascades at Riverwalk, 1012 Jordan River Blvd., Midvale. Cost is \$20 pre-paid, \$30 after Feb. 11. Registration can be completed at Eventbrite.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.

Feb. 14, 6-8 p.m.

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

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, man-

agers 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. Keynote speaker is Sarah Calhoun, founder and owner of Red Ants Pants. Location is Marriott University Park, 480 Wakara Way, Salt Lake City. Cost is \$85 for members, \$99 for nonmembers. Details are at slchamber.com.

Feb. 18, 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.

Feb. 19-21

2019 Utah Safety Conference & Expo, presented by the Utah Safety Council and featuring keynote presentations, 40 breakout sessions, networking luncheons and an expo highlighting the latest in safety products and services. A half-day pre-conference about “Opioids in the Workplace” is scheduled for Feb. 19, noon-5 p.m. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Cost of opioid pre-conference is \$100. Conference cost is \$250 for members, \$350 for nonmembers. Details are at

<http://www.utahsafetycouncil.org/content/2019-Utah-Safety-Conference-Expo.aspx>.

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

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

Feb. 20-21, 8 a.m.-6 p.m.

35th Annual Investors Choice Venture Capital Conference, a VentureCapital.org event. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Conference cost is \$495. Ski and snowboard day is Feb. 20, 9 a.m.-4 p.m., at Snowbird (cost is \$150). Investor reception is Feb. 20, 6-8 p.m., at the Zions Bank Founders Room, 1 S. Main St., Salt Lake City (cost is \$150). Registration can be completed at Eventbrite.com.

Feb. 20, 9 a.m.-noon

“Pitch Perfect: Master Your Two-Minute Funding Pitch,” a Women’s Business Center of Utah event. Location is Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

Feb. 20, 11 a.m.-2 p.m.

2019 NUBIZ Economic Forecast. Location is Hub 801 Events, 3525 Riverdale Road,

Ogden. Cost is \$49. Details are at ogdenweberchamber.com.

Feb. 20, 5:45-6:45 p.m.

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

Feb. 20, 6-9 p.m.

Annual Tech Tour, a Utah Technology Council (UTC) event. Location is the UTC, 13693 S. 200 W., Draper. Registration can be completed at utahtech.eventbrite.com.

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

“HR Amplified: MOKRs,” a Utah Technology Council (UTC) event. Speaker is Robert C. Bell, co-founder and president of Sustainable Startups and E4ALL and cofounder and partner at Investable. Location is the UTC, 13693 S. 200 W., Suite 120, Draper. Registration can be completed at Eventbrite.com.

Feb. 21, 11:30 a.m.-1 p.m.

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

WHITE MESA

from page 1

finished vanadium product,” said CEO Mark S. Chalmers in a statement. “Energy Fuels is the newest vanadium producer in the world to respond to today’s relative market strength and we are now one of the only vanadium producers in North America.”

Vanadium is a strong, malleable metal that is used primarily as an additive to other metals to increase strength significantly. Recent demand is being fueled by new Chinese regulations for steel strength in buildings and infrastructure which came about following a 2008 earthquake that devastated part of the country. Vanadium is also mixed with aluminum for use in jet engines and nuclear power plants as well as dental implants.

Energy Fuels also said in the press release that it has begun several initiatives to enhance its ability to respond to improved uranium market conditions that may result from an ongoing Section 232 uranium investigation in the U.S. or a boost in the global uranium market fundamentals. The U.S. Commerce Department

is conducting an investigation under Section 232 of the Trade Expansion Act of 1962 to determine if uranium imports are undermining national security.

Energy Fuels and Littleton, Colorado-based Ur-Energy Inc. are asking Pres. Donald Trump to impose a quota that would reserve 25 percent of the U.S. market for domestic uranium producers. Energy Fuels plans to invest about \$4.2 million in 2019 in improvements to its uranium mines and transportation infrastructure to prepare for possible increased uranium demand.

Both uranium and vanadium appear on the government’s “mineral commodities considered critical to the economic and national security of the United States,” according to the “Final List of Critical Minerals” published in May 2018.

“We expect to continue to ramp-up vanadium production in the coming weeks,” said Chalmers. “Even though current vanadium prices of \$15.50 per pound have dropped off of their November 2018 highs of \$28.75 per pound, markets remain strong and have stabilized in recent weeks. Vanadium markets can be extremely volatile, but we believe the relative strength we’re see-

ing in today’s vanadium market is likely to continue throughout 2019, and potentially into 2020. Energy Fuels should be able to generate substantial revenue under current and expected vanadium market conditions.”

Should market conditions continue to fluctuate, Chalmers said the Energy Fuels is prepared.

“In addition, now that we have upgraded the mill’s vanadium circuit and proven-up the chemistry required to process the tailings solutions, we can be extremely flexible in our current and future vanadium production. We now have the ability to halt, and later resume, vanadium production from pond solutions within a matter of days and at little to no cost to us in response to evolving market conditions. While our initial results are outstanding, we expect to continue to refine our processes to potentially improve purities and product quality to even higher standards.”

The White Mesa Mill employs approximately 150 in Utah’s San Juan County. It was constructed in 1979. Energy Fuels bought the mill from Denison Mines Corp. in 2012 for company stock valued at about \$107.1 million.

Opinion

Come on, we can do this: Let's make 2019 a D.C. year to remember

Christmas is over, and the new year begins. Now Congress needs to go back to work and clean up the mess it left behind last year.

Looking back, 2018 reveals a sad picture of what a Republican Congress and White House have failed to accomplish. Instead of fiscal restraint, we got a spending explosion. Instead of restoring the regular budget order, we got more of the same fiscal chaos and short-term spending-bill nonsense punctuated by government shutdowns. And at the end of that tunnel of disarray, only heightened uncertainty and heavier debt remain.

Instead of draining the swamp, we got more of the special-interest lobbies getting their way with elected officials who happily hand out government privileges. This lobbying by the steel industry, what economists call rent-seeking behavior, resulted in protective tariffs. That's a prime example of the rampant cronyism in Washington. We also got more tweets and impulsive comments by the president, all driving a volatile stock market and an increasingly nervous polity.

There were a few good developments,

including a bit of deregulation and a decent economy fueled to some extent by the tax reform of 2017. Also, in a rare instance where bipartisanship works for the protection of individual rights against the state, Congress and the administration passed a criminal justice reform bill called the First Step Act — hopefully one of many to come.

Speaking of things to come, here are some projects that this new divided Congress and the administration could work on in 2019 to make up for 2018's dismal performance:

First and foremost, take steps to put the government on more solid financial ground. Driven by excessive spending, Uncle Sam has now accumulated nearly \$22 trillion in debt. The burden of servicing this debt falls on each and every American. That's roughly \$67,000 for each man, woman and child. Some of this repayment will demand future tax increases, precipitating lower growth, lower wages and, hence, lower standards of living.

While parts of the tax cut were very pro-growth and will generate substantial economic growth, they won't be enough to fully

pay for the loss in revenue. However, focusing on the effects of these tax cuts misses the bigger picture. We're in this mess because nobody wants to reform the programs that are the main drivers of our debt: Social Security, Medicare and Medicaid.

I want to believe that many Republicans and Democrats are aware of our fiscal condition and that, deep down, they know that they must start to legislate responsibly. It would be amazing if they could, for a change, speak up and take the first steps toward finding a solution. Sadly, the incentives of politics are so biased toward fiscal irresponsibility and big government that meaningful reform will be difficult, borderline miraculous. However, I still have a little of that Christmas spirit left in me, so I'll allow myself to dream for the span of one column.

Next on my wish list for 2019 is the termination of all crony programs that benefit well-connected and large companies at the expense of everyone else. They include the U.S. Export-Import Bank; everything in the Department of Commerce (apart from the Census Bureau and the Patent and Trademark Office — the two actually mentioned in the Constitution); many of the programs in the Department of Energy; and many oth-

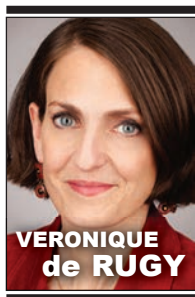
er programs for agricultural subsidies, special favors for small businesses, wasteful defense spending and, of course, tariffs.

Just as important, members of Congress must provide the Dreamers with a path to living here legally. I'd prefer that they pass comprehensive immigration reform, but considering the anti-immigration sentiments of many in Congress (some of whom even want to reduce legal immigration), that's not in the cards. Months have passed since Pres. Trump canceled the Obama-era program that protected individuals living in the country illegally whose parents brought them to this country when they were children. The threat of deportation leaves them in limbo in a country that, for all intents and purposes, has been their home since childhood. There's bipartisan support for providing them with a pathway to citizenship, and the president himself seems empathetic to their plight. So, what are they waiting for?

Come on; let's do this. And let's make 2019 a better year than 2018.

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

From Illinois, finally a sign of intelligent life in the Democratic Party

Fareed Zakaria is on vacation this week. George Will is filling in.

If Republicans have a lick of sense, they are alarmed by a recent sign of intelligent life in the other party. The sign is the election by Democrats in the House of Representatives of Illinois of Rep. Cheri Bustos as chair of the Democratic Congressional Campaign Committee. In November, she won a fourth term by 24 percentage points, the largest margin of any Democrat running in a district Donald Trump carried in 2016. Her task as chair, which is to cement the Democrats' House majority in 2020, involves this arithmetic:

In the new Congress, 31 Democrats represent districts Trump carried. In 2018, 40 Democrats flipped districts from red to blue — 41, if the Democrat wins the North Carolina race clouded by allegations of vote fraud. Twenty-two Democrats won by 5 percentage points or less. Twenty-three lost by 5 points or less. Democrats have noticed that Bustos prospers in a mostly rural district that extends along the Mississippi from the Wisconsin border to a portion of Peoria. Sixty percent of the district's residents live in towns with populations of 1,000 or fewer, 85 percent are in towns of 5,000 or fewer. In November, she won all of her district's 14 counties, 11 of which are entirely rural.

What lessons can Democrats learn from her success among Trump voters? They might start by marrying a cop. She says she gets "instant credibility" by telling audiences that her husband, who has been in law enforcement for 34 years, is the sheriff of Rock Island County. Regarding guns, it is helpful if one of your sons finished second in the na-

tional collegiate trap-shooting competition. It also is helpful if another son is a union welder.

Favorable trends might tempt Democrats to think that that they can thrive without the voters Bustos reaches. *The Economist*, noting that Trump's approval rating is "stratified by age," reports that baby boomers — those born between 1946 and 1964 — who have been America's largest age cohort for more than five decades, will in 2019 be outnumbered by millennials, those born between 1981 and 1996. Boomers are — were; they are shuffling off stage — almost 75 percent white; millennials are 56 percent white. In this year's midterm elections, Democrats won two-thirds of voters ages 18 to 29 and 71 percent of millennial women.

Furthermore, the GOP, which thinks of itself as the redoubt of the devout, is competing in an increasingly secular country. *The Economist* says that "Nones" — people with no religion — "already outnumber Catholics and mainline Protestants," and in 2019 might outnumber evangelicals. "There will soon be more Nones than any single group of Christians." Ex-Catholics are 13 percent of the American population.

Furthermore, *The New York Times* reports that with the Democrats' capture of New York's 11th Congressional District, which includes Staten Island and part of Brooklyn, Republicans now hold no "truly urban" district. Since Republicans lost four Orange County, California, seats in November — the Democrats lost only two seats nationally — there is no Republican from there in Congress for the first time since 1940.

And there are no Republicans from New England.

If, however, Democrats aspire to be less of a coastal party — there are now more House Democrats from California than from 36 other states combined — they should want to emulate Bustos' success among voters she calls "Trump triers" — those who are less than his devoted acolytes.

Republicans can hope that in 2020, with Trump presumably at the top of their ticket, the turnout will be much larger and very unlike that of 2018. But analyst Charlie Cook, citing Michael McDonald of the United States Elections Project, says the 2018 turnout of 50.1 percent was the highest of any midterm election since 1914. David Wasserman of the Cook Political Report says Republicans lost 96 percent of

House contests in districts Trump either lost or carried by less than 7 points.

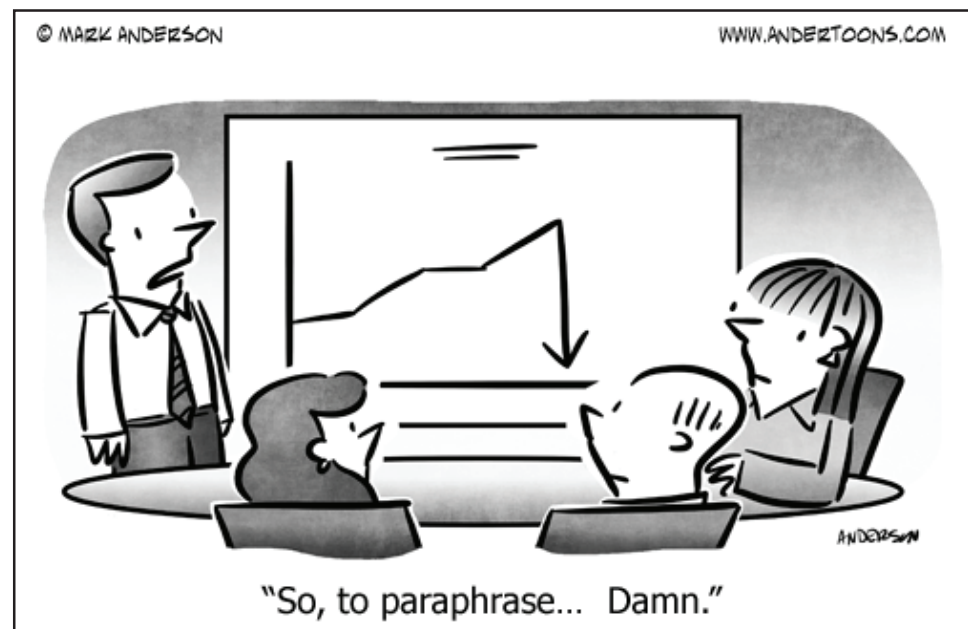
Bustos sometimes connects with her constituents by asking them what they do for fun. When one woman answered "cable television," Bustos asked if her family did not go out to movies. No, the woman replied, four tickets and popcorn exceed the family's budget. This answer spoke volumes about the constituent's disposable income. Bustos' question revealed a well-honed political intuition. Democrats, she says, have to "own" districts like hers, "not rent them." This is what ownership looks like: Her four margins of victory have been 6 percentage points, 11, 20 and 24.

George Will's email address is georgewill@washpost.com.

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GEORGE
WILL



Opinion

UofU clinic hopes to reduce effects of opioids on pregnant women & their babies

"University of Utah SUPeRAD Clinic Helps Addicted Pregnant Women."

That headline comes from an article published by University of Utah Health Sciences. I was surprised to learn that 20 percent of pregnant women are prescribed opioids in America. My daughter, a fundraiser for Health Sciences, took my wife and me to Daybreak to look at the facility and visit the staff. It is quite a complex and not a dollar was spared in its construction.

The complex is the brainchild of Dr. Mike McGill, chairman of the Department of Family and Preventive Medicine at the UofU. Examination rooms run down both sides of a hallway which backs onto an area that houses the staff. Patients go in one door and the staff goes in another. Scattered about are the X-ray room, the bone density room, the MRI room and a holding cell for pregnant women from the prison.

What makes this configuration sing is that all primary-care disciplines — neurologists; general practitioners; dietitians; oncologists; social workers; physician practitioners; RNs; ear, nose and throat doctors;

psychiatrists; and a lot of other disciplines are all grouped together.

SUPeRAD is an acronym for Substance Use and Pregnancy — Recovery, Addiction and Dependence at the facility's Prenatal Specialty Clinic. Dr. Marcela Smith is the clinical director of the program at Daybreak. She explained that there is a child born every 25 minutes in the U.S. with Neonatal Abstinence Syndrome. My wife and I have committed to a three-year grant to provide transportation to those women who need it. You should buy stock in Uber and Lyft right now.

The SUPeRAD at Daybreak is one of only four clinics in the country that is conducting research into the dilemma. Currently, the clinic is in the process of preparing a grant proposal to the National Institutes of Health (NIH) to determine the fathers' roles in the pregnancy and how they can help their spouses.

Here is the opening paragraph of the grant proposal: "Opioid overdoses is a leading cause of pregnancy-associated deaths in the United States and Utah. Most deaths (89

percent) occur after delivery. While many pregnant women with Opioid-Use Disorder (OUD) will attempt and achieve abstinence by the second trimester, this can lead to decreased tolerance. Subsequent relapse heightens the risk of overdose and death. Major risk factors for maternal overdose include untreated depression, discontinuation of maintenance pharmacotherapy and loss of continuity with providers. While some protective and risk factors have been identified, few data are available regarding interventions that reduce the risk of relapse, overdose and ultimately death among pregnant and postpartum women with OUD."

In another article published by University of Utah Health Sciences called "Helping Moms in the Face of Drug Dependency and Addiction," we learn "pregnant women with opioid disorder often face a number of challenges during their pregnancies: limited options for drug treatment, shame and stigma from family or friends and concern for the effects of drugs on their babies. Women are often more concerned about the risk of drugs on their babies than themselves."

Now back to the grant proposal to the NIH. Dr. Smith is targeting four areas: the

mother, the father, the child and career development. When it comes to the mother, she wants to assess the impact of the father on maternal outcomes. She also wants to find out what the father has to do with relapses and whether or not there are fewer discrete adverse events such as criminal justice involvement when it comes to the child. She also wants to find what effect the father has on improved child outcomes when the father is involved. And finally, when it comes to career development, she wants to find out how to refine the skills that this vulnerable population needs to survive.

I just read that opioids killed 73,000 people in the U.S. in 2017 and roughly 40 percent of those deaths came from prescriptions, according to the U.S. Census Bureau. This equates to approximately 200 deaths a day.

In 1995, France relaxed restrictions on doctors prescribing buprenorphine. The number of people in treatment rose and overdose deaths fell by 79 percent over the next four years. Do you think that maybe our political elites would do the same?

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



ROBERT PEMBROKE

Technology

Is your technology meeting your business goals?

With 90 percent of U.S. consumers owning at least one smart device, personal technology is becoming more integrated every day. But is business technology keeping up?

According to a recent survey conducted by Deloitte, no one method of communication will be dominant in the workplace of the future. Respondents predicted an increase in multiple technologies, including collaboration platforms, instant messaging and "work-based social media."

Real effectiveness comes from the ability to tie these things together. Tools, technology and people that work together not only make life easier for every employee, but also improve day-to-day productivity of the entire organization.

So how do you make sure the audio-visual technology in your office is integrated and effective to help your company reach its goals? That's where AV technologists and integrators come into play. Here are the four ways they can help you reach these goals:

- **Custom engineered AV design.** Not only will you get the best products and design, but you will get the best products and design for your particular business. Every business is different, and every business requires different technology to create the most effective workspace. Technologists can find the best blend of products for your space.

- **Planning and advice.** Technology is constantly changing and so are the highly productive corporate cultures we face today. Creating a road map can help you keep up with these constant business and technology changes. Technologists can create this plan and provide advice for your specific business.

- **Professional installation.** Getting the right products is first step, but you also need those products to be installed correctly to maximize capabilities. Professional technologists will be able to help your company achieve

its potential through the proper installation of these products.

- **Ongoing managed services.** There might be a time when something isn't working the way you want or there's a glitch with your AV technology. That is when it's nice to have someone who can provide ongoing technical support whenever you may need it. We all have our go-to reasons for skipping the gym — we're too busy, too tired, or it's too far away — and chances are you have a go-to list of reasons you're skipping an audio-visual technology upgrade for your business. It costs too much, it's too time consuming, it's confusing — the list goes on and on. But what about the reasons you should make these improvements?

Investing in technology for your business can pay your business back in many ways. Here are a few reasons you should consider making these upgrades:

- **Attract more talented employees.** Fresh minds leaving college and entering the workforce have used technology for most of their lives. They know the ins and outs of technology and expect the same from the companies they work for. These people will seek companies that use the latest technology.

- **Keep employees happy and productive.** Employees want to be as productive as they can in their day-to-day work. Technology provides tools to help people increase their efficiency. Limiting the amount of work an employee can get done because of outdated technology will not only demotivate them, it will decrease the productivity of the entire business. Technology motivates and enables employees to be as productive as they can, which in turn makes them happier.

- **Increase credibility with customers.** There have been many momentous improvements with technology over the past few decades. Businesses that can't keep up with these changes will be much less likely to impress potential customers. Consumers of any product expect companies to provide the latest and greatest products. If companies selling these products cannot stay current inside the walls of their own offices, it reflects poorly on the entire business. Keeping up with this technology is expected by your customers.

- **Reduce stress and frustration in the workplace.** Updated technology means things are easier for employees. Employees

won't have to worry about technology not working or using eight different products to complete one task. Integrated and updated technology will make things easier on employees, which means less stress and frustration.

- **Savings for your business.** The fastest and most-efficient technology will save you time and money in the long run. Technology is always getting better and faster, and keeping up-to-date with these improvements will help make your business better and more efficient. That means more-efficient employees and a more-efficient business, which, in turn, leads to more revenue and growth.

These investments will help improve your company from the inside so you can put your best foot forward for your customers and the rest of the world. AV technologists will create custom technology solutions for individual businesses. These professionals know the ins and outs of every piece of technology and how it can benefit a company. It is important to consult with professionals who can provide you with different options to match the needs of your business. When looking to update technology in your office or building, using a professional AV technologist can benefit you and your organization.

Ingolf de Jong is the president and CEO of Gencomm Inc. in Draper. He also serves on the Salt Lake Chamber Board of Governors and is the chair of the Small Business Committee.



INGOLF deJONG

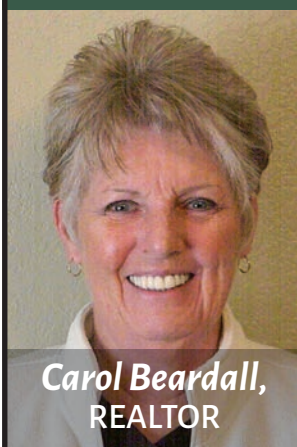
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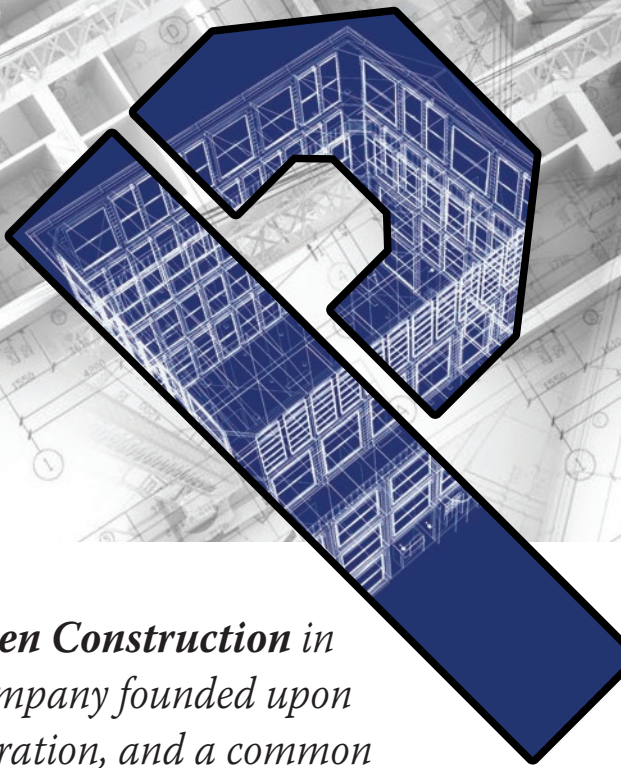
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BUILDING GREATNESS SINCE 1925



*When Paul Paulsen started **Paulsen Construction** in 1925, his vision was to create a company founded upon shared values, a culture of collaboration, and a common purpose: to be THE preferred builder and trusted partner in every market we serve.*

Nearly a century later, and in our 4th generation of leadership, Paulsen Construction proudly instills Paul's original vision. In every encounter, we establish trust with candor and fairness. We build an environment for success through solution-driven teamwork—in our company, within our communities, and with our partners throughout the design and construction process.



Historical Restoration

A specialty of Paulsen Construction since 1975, projects have included historical buildings, concession facilities, state, county and city buildings, as well as religious institutions.



Residential

We provide both contemporary and traditional designs in high-end residential, with unique energy systems like geothermal and solar, making properties more aesthetically pleasing as well as energy efficient.



Commercial

We specialize in high-preforming facilities in LEED environments—spanning both private and public sectors. Whether it be high-end millwork, glasswork or lighting, we have the expertise you require.



Institutional

By incorporating new construction and renovating techniques, our current project delivery methods include seismic upgrades to historical or high-occupancy facilities like schools, hospitals, etc.



Industrial

Over the past 35 years, Paulsen Construction has become a recognized leader in public works including waste and culinary water systems, light-rail, storage, and manufacturing facilities.

“A promise made is a promise delivered”

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