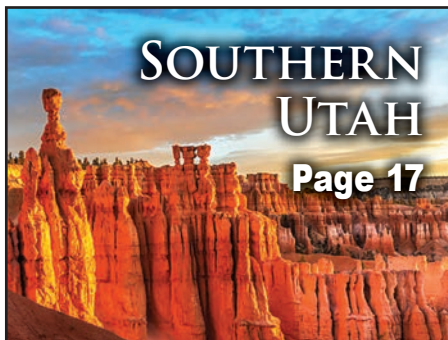


Focus



**SOUTHERN
UTAH**

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THE List

Notable Relocations and
Expansions **Page 14**

Editor's Note: *The Enterprise* will not publish on December 30. Our next issue will be January 6 and will include our annual *Book of Lists*.

Neeleman's new airline coming to Utah

Brice Wallace
The Enterprise

The Salt Lake City area has landed the corporate headquarters of an in-development airline company.

Cottonwood Heights will serve as the base for Breeze Aviation, whose yet-to-be named airline is being started by David Neeleman, who co-founded Morris Air, WestJet, JetBlue and Azul Brazilian Airlines. The \$3.2 million project is expected to result in 369 jobs in the next five years.

Global travel industry website Skift quoted Neeleman in October 2018 as saying the airline's base would be in Salt Lake City. The official announcement about Cot-

tonwood Heights followed the Governor's Office of Economic Development (GOED) board approving a tax credit of a little more than \$1 million to secure the project.

"We're excited to announce our investment to make Utah our headquarters," Neeleman, Breeze Aviation's CEO, said in a prepared statement. "Utah's exceptional workforce and business environment will ensure that we have all the support needed to provide exceptional customer service for our new startup."

The new jobs are expected to pay an average of \$68,000. New wages are projected to total \$128.9 million over five years, and new state tax revenue is projected at more than \$5.4 million during that period.

Currently with the code name "Moxy,"

the airline is expected to be a low-cost carrier with convenient nonstop service from secondary airports within large metro areas and underserved markets.

"Breeze is really exciting because it's a new aviation company which is going to be able to connect travelers to cities that they normally can't get to without one or two stops ... and in a very cost-effective and comfortable way," Mel Lavitt, chairman of the GOED board's incentives committee, told the board at its December meeting. Breeze is looking to establish its headquarters in Utah "and eventually fly out of here," he said.

see AIRLINE page 15

Sarcos' 'future of industrial labor' is about ready to ship

John Rogers
The Enterprise

A year ago, Salt Lake City-based Sarcos Robotics told tech website IEEE Spectrum that it would be ready to ship its powered exoskeleton — that it claims would be the future of industrial labor — by the end of 2019. It seems that the company that has been for decades developing the robotic technology to make it possible is ready to deliver on that promise.

Sarcos announced early in December that the first Guardian XO Alpha full-body, powered industrial exoskeleton units will ship to members of Sarcos' Industrial Exoskeleton Technical Advisory Group (X-TAG) and the U.S. military beginning in January.

The Guardian XO is the world's first battery-powered wearable robot which can safely lift up to 200 pounds for extended work sessions. Designed to augment rather



Salt Lake City's Sarcos Robotics will soon begin shipping its Guardian XO Alpha full-body, powered industrial exoskeleton units to test clients and the U.S. military.

er than replace humans, the Guardian XO combines human intelligence, instinct and judgment with the strength, endurance and precision of machines to address skilled labor shortages and occupational safety issues across many industries.

"Safe, intuitive and simple to use, the Guardian XO empowers teams to safely do more, enabling more people, whether

Slowing housing costs speed up again, according to Zion Bank CPI

The recent trend toward slowing price growth in the housing market ended in November as the sector took its largest single-month hike since May 2018. Housing costs grew by 1.2 percent and was the largest factor in a 0.7 percent jump in the Zions Bank Wasatch Front Consumer Price Index (CPI). Since last November, the CPI has grown 3.5 percent, while the national Consumer Price Index has increased 2.1 percent.

Part of the rise in the housing sector was due to apartment rental rates and hotel and motel prices ticking up. The housing cost rise ended a five-month streak of slowing 12-month price growth. Year over year, housing prices have increased 3.6 percent.

Increasing prices in the recreation and transportation sectors also contributed to higher prices along the Wasatch Front. Prices in the recreation sector rose 3.2 percent in November due to increases in prices for

see ROBOT page 15

see CPI page 10



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1-800 Contacts buys Israeli home vision testing startup

Online contact lens retailer 1-800 Contacts has acquired Israel-based 6over6 Vision Ltd., a developer of in-home vision testing technology. Salt Lake City-based 1-800 Contacts said it expects to utilize the 6over6 technology across a variety of its existing businesses and products, including Express Exam, which currently enables consumers to confirm their prescriptions for contacts with a computer or smartphone.

The deal is expected to close by the end of the month. Terms were not disclosed.

“We have long admired the innovations 6over6 has built and have been using their technologies to serve our customers. This acquisition allows us to continue our 25-year commitment to pursuing a better way in vision care,” said John Graham, CEO of 1-800 Contacts. “People deserve simple and affordable eye care solutions and acquiring 6over6 will allow us to deliver this for our customers on an even larger scale.”

The acquisition marks a critical turning point for both brands and the industry at-large, leveraging the technology of 6over6 and 1-800 Contacts’ proven heritage as a pioneer in the vision space, Graham said. Since its formation, 6over6 received investments from many top vision companies and has now chosen to join 1-800

Contacts because of a shared commitment to advancing vision care and increasing access and affordability for people around the world.

According to Graham, 1-800 Contacts and 6over6 expect to work together to revolutionize telemedicine offerings within the vision industry, such as enabling consumers to obtain a new prescription for eyeglasses and contact lenses from anywhere without an office visit. This innovation is not yet available on the market and will make vision correction easier and more accessible for everyone, including the 2.5 billion people worldwide with poor vision who have no access to treatment, he said.

“It has been our life’s mission to create groundbreaking technology that would allow consumers the ability to take control of their own vision care and reach communities around the globe without access,” said Dr. Ofer Limon, co-founder of 6over6 Vision. “1-800 Contacts shares our drive to change what is broken in this industry and we know that this acquisition will bring our vision to life on a global scale that can make real change.”

More than 1,000 people work for 1-800 Contacts at its Utah and North Carolina campuses.

Weave expanding, adding 1,000 jobs

A Utah-based, high-growth company will construct a new building and grow by nearly 1,000 jobs in the next decade.

Weave, founded in 2008 and based in Lehi, will expand its operations there, creating 997 new jobs in the next 10 years. The customer communication company made the announcement after being approved for a tax credit of nearly \$5.2 million by the Governor’s Office of Economic Development (GOED) board at the board’s December meeting.

“We’re thrilled to be able to expand our footprint in Utah’s burgeoning tech sector, and we’re very excited that we get to do it with the support of the Governor’s Office of Economic Development,” Brandon Rodman, co-founder and CEO of Weave, said in a prepared statement.

“This opportunity will be instrumental in our recruiting efforts and product development. Utah has a very competitive job market, especially in the tech industry. We’re proud to be in good company with so many of these Utah-based tech companies. We hope to continue to attract top talent to the state and add even more value to the Silicon Slopes landscape.”

Privately held Weave serves small and medium-sized businesses with its Voice over Internet Protocol (VoIP) phone system, software and payment solutions designed to serve as a complete business toolbox to improve communication between businesses and their patients or customers. The company’s customer base comprises mostly dental and optometry service providers but its platform subscribers also are in other client service small businesses, such as health medical spas and law firms.

The \$65 million project is expected to result in new total wages of \$651.8 million over 10 years and new state tax revenue of \$25.9 million during that time. The average pay will be \$91,000.

“One of the reasons we’re really excited about this is the high-paying jobs that this will bring — over 997 high-paying jobs, with average wages that are commensurate with tech wages in that area,” Tom Wadsworth, GOED associate managing director, told the GOED board.

“We’re excited about this. We’re excited about the long-term commitment that the company is making to the state of Utah, and we want to be supporters of that.”

“This is exciting,” said Jerry Oldroyd, chairman of the GOED board. “This is a local company that is growing very quickly with a unique platform.”

Alan Taylor, Weave’s chief financial officer, said Weave’s investors have pushed to diversify the company, “but the employee base here is second to none, and that’s the reason we like to stay here.”

“We’ve got a really wonderful company growing at a very rapid pace,” he said, noting that the company in 2016 had 112 employees but now has nearly 650.

“So, it’s been a rapid, rapid growth,” he said. “That’s been challenging to manage, but we’re trying to keep a culture that is extremely employee-friendly, and the performance of the company is a tribute to our employees and the fact that they are passionate about serving our customers.”

The company expects to have about 900 employees by the end of 2020 and nearly 1,000 by the end of 2021. Taylor said an initial public offering is in the plans but likely is 18-24 months away.

The company in October announced it had closed on a \$70 million Series D funding round.

“We’re excited that yet another technology company has decided to expand in Utah,” Val Hale, GOED executive director, said in a prepared statement. “Working with companies like Weave to grow its operations in the state will help build upon Utah’s exemplary economic success.”

“We’d like to congratulate the city of Lehi for leading out on this project and helping another high-growth technology company,” said Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah. “We know that Weave will find Silicon Slopes a productive place to continue growing its business.”



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Fintech's new operations center will bring 1,449 high-paying jobs to Utah

Brice Wallace
The Enterprise

A financial technology company has chosen Cottonwood Heights for an operations center that is expected to create 1,449 jobs over the next nine years.

BlueVine Capital Inc., based in California, announced the \$20 million project after being approved for a \$4 million tax credit incentive by the Governor's Office of Economic Development (GOED) board at its December meeting.

"We're very excited to join the thriving fintech community in Utah's Silicon Slopes and look forward to welcoming local cus-

tomers support and account management talent to our new operations center," Eyal Lifshitz, CEO and co-founder of BlueVine, said in a prepared statement. "Our Utah operations center will help support and scale our vision for BlueVine business banking and help take our customer service to the next level."

BlueVine offers a suite of products designed to meet the diverse financial needs of business owners, including business checking, lines of credit, term loans and invoice factoring. BlueVine has provided more than \$2.5 billion in financing to small and medium-sized businesses since its founding in 2013. It offers business owners access to between \$5,000 and \$5 million in working capital.

The new jobs in Utah are expected to pay an average of \$64,000. Total new wages over nine years are projected to be \$422.6 million, with new state tax revenue generated by the project expected to be at nearly \$16.4 million during that time.

"We're extremely excited about where this fits in with our fintech industry," Tom Wadsworth, GOED associate managing director, told the GOED board, noting the high number of jobs and high wages.

BlueVine has about 360 employees at its headquarters in Redwood City, California; offices in Gretna, Louisiana, and Jersey City, New Jersey; and an engineering center in Tel Aviv. The company

has no operations in Utah, "but we're eager to get started," Brad Brodigan, chief commercial officer, told the board.

"The founder and I share a belief that small businesses are really underserved by the current financial service institutions, and we think there's a really powerful opportunity to use technology to provide better financial services for small businesses, allowing them to move and manage their money in ways that are faster, more efficient and, more importantly, less expensive than through traditional methods," Brodigan said.

The Cottonwood Heights project will be the company's operations center, "where most of our job growth will happen over the next 10 years-plus," he said.

"I'm very pleased that Utah is uniquely positioned to provide the right type of high-quality talent, with the unique expertise in both technology and financial services that we think is a really strong fit for us," he said.

Mike Johnson, community and economic development director for Cottonwood Heights, said the project was part of "a good day for Cottonwood Heights." Earlier in the GOED board meeting, the board approved an incentive for Breeze Aviation, which will put its headquarters in the city and create 369 jobs over five years.

"Again, [it's] another business that fits very well into our target businesses that we as a city

support and reach out to," Johnson said. "We're excited to do what we can to help BlueVine get up to speed quick and support their aggressive growth plan in Cottonwood Heights."

"Our fintech sector continues to grow, and we're pleased BlueVine has chosen to expand in the state," Val Hale, GOED's executive director, said in a prepared statement. "This project to build a new operations center for BlueVine will create many high-paying jobs that will be economically impactful for Utah."

"In April 2018, we met with BlueVine during a Bay Area Global Strategy & Outreach (GS&O) campaign focused on fast-growing fintech companies," Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah, said in a prepared statement. "Welcoming BlueVine to Utah validates the strength of our fintech cluster and the effec-

Visible acquires Ohio-based Trade Global

Visible Supply Chain Management of Salt Lake City, a shipping and fulfillment services company for small to mid-size businesses, has announced it has purchased the assets of Trade Global out of bankruptcy and has decided to continue operating the business. Based in West Chester, Ohio, the company filed for bankruptcy protection in September after its debt burden became unmanageable. Trade Global will adopt the Visible company name.

The acquisition will save more than 350 local jobs immediately, according to Visible. Members of Trade Global's leadership

team will remain with the company to ensure continuity for customers, vendors and employees.

"Because our focus is always on our customers' business success, expanding our capabilities to Ohio and beyond means we are creating new possibilities for our clients," said Casey Adams, president of Visible. "We've been interested in Trade Global's excellent client base and track record of success with high SKU e-commerce fulfillment for nearly a year but were unable to move forward given its difficult financial situation."

As an end-to-end e-commerce solutions company, Trade Global

has served its customers with services including fulfillment, logistics and other supply chain and e-commerce functions. The company's Ohio location creates synergies for new and existing business customers, as well as new markets for Visible, the company said.

"Visible continually seeks opportunities to grow in ways that increase our value to our customers," said Jared Starling, CEO of Visible. "We are especially excited to work with the highly qualified Trade Global team. They will be integral to our success, as well as ensuring a seamless transition."



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Three-year grant will expand composites training program from Davis Tech

A composites manufacturing institute has been awarded a \$5 million grant for a three-year program to expand a composites training program led by Davis Technical College to other locations in the U.S.

The Institute for Advanced Composites Manufacturing Innovation (IACMI), based in Tennessee, will use the Manufacturing Education Extension Program (MEEP) grant to build skills in the defense industry's composites manufacturing workforce.

Davis Technical College began its training program in October 2006. Since then, Utah's composites and advanced manufacturing sector has grown and the state now is home to more than 100 companies in the advanced materials sector.

"The Utah Governor's Office of Economic Development (GOED) has partnered with Davis Technical College to train technicians through the Utah Aerospace Pathways (UAP) Program. The quality of training provided by DTC is second to none," said Ginger Chinn, managing director of urban and rural business services at GOED. "The partnership between IACMI and DTC is very dynamic

and could bring qualified trained technicians to companies nationwide."

In addition to training program trainees, the national program will also train instructors prior to program launch and will continue to provide support throughout the duration of the program. Instructors will be trained in proven teaching methodologies and will receive certifications in specific processes and technologies.

"The project proposed by IACMI and Davis Technical College presents a unique opportunity for solving workforce needs for current and next-generation manufacturing," said Nick Moore, coordinator at the Alabama Governor's Office of Education and Workforce Transformation. "This innovative project aligns with the efforts we are making in the state of Alabama toward producing a highly skilled talent pipeline."

The award was granted to meet the need of Department of Defense (DOD) manufacturers — especially those that develop aerial combat or reconnaissance equipment — that face massive attrition of skilled workers due to retirement and lack a local sourcing for developing a skilled workforce

to meet business priorities. IACMI will partner with Davis Technical College to build out the college's composites manufacturing technology program at multiple locations across the U.S.

IACMI said the program will have the potential to address composite manufacturing workforce deficits in every state, collaborating with DOD manufactures to develop and deliver relevant training programs and provide opportunities for program graduates in high-skill, high-wage careers. Its curriculum is designed to be competency-based, providing the learners with real-world experience, and it embeds fault simulations to sharpen participants' decision-making and troubleshooting abilities.

The program will be led by IACMI's workforce director, Joannie Harmon Heath, and Wes Hobbs, Davis Technical College's national director for composites pathways. The two have proven success graduating hundreds of highly qualified students and trainees from a variety of programs. For example, the IACMI internship program has graduated more than 100 students, with all of them finding job or graduate school placements within six months. Additionally, the Davis Technical College program has a higher placement rate than graduation rate because the students who participate in the program are so well qualified and in such a high demand, IACMI said.

"Over the past three years, Da-

vis Technical College has had more than 150 graduates earn the American Composites Manufacturers Association's Certified Composites Technician credentials as an earned capstone credential at the end of their program completion," said Tom Dobbins, president of the American Composites Manufacturers Association. "These credentials allow graduates to enter the workforce with the certification reinforcing the applicable skills developed through the program. We are excited to support the MEEP and excellence through education."

"We look forward to utilizing the network that we have created over the past five years through IACMI to expand the national training program," Heath said. "Davis Technical College's leadership in this education space is incredibly valuable, and it will be a great resource to the U.S. to have this program available to more manufacturers and participants."

"We are looking forward to expanding our expertise to train a well-rounded national workforce for the composites industry," said Darin Brush, president of Davis Technical College. "With the Davis Tech program alone, we have increased participation in the program by 20 percent each year and look forward to continuing to meet the needs of the industry."

The partnership will include several organizations that will leverage resources and expertise to complete the learning network.

They include:

- Enterprise State Community College in Enterprise, Alabama, and the Composites Prototyping Center in Long Island, New York, which will be home to learning centers.
- Purdue University, Vanderbilt University, the University of Dayton Research Institute and the University of Tennessee, which will serve to implement the curriculum.
- The American Composites Manufacturers Association (ACMA) and SpaceTEC CerTEC, which will provide education alignment and certification support.
- Composites One, which will collaborate to develop and deliver workshops with IACMI to support the continuous learning requirements for instructors.
- The Robert C. Byrd Institute (RCBI) Apprenticeship Works program, which will assist employers with establishing Department of Labor-certified apprenticeship programs.

IACMI is managed by the Collaborative Composite Solutions Corp. (CCS) and is a partnership of industry; universities; national laboratories; and federal, state and local governments working together to share existing resources and co-invest to accelerate innovative research and development in the advanced composites field. CCS is a not-for-profit organization established by The University of Tennessee Research Foundation.

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Coal Country Strike Team launches with agreement to help Utah's impacted areas

The Utah Coal Country Strike Team has signed a first-of-its-kind agreement to help Utah's Coal Country (Carbon and Emery counties) diversify their economy. The agreement puts in place local leadership for the execution of the Utah Coal Country Strike Team work plan, which includes workforce training, housing revitalization, tourism infrastructure and customized economic development incentives. The cities of Price and Castle Dale, the Southeastern Utah Association of Local Governments, Utah State University Eastern, and the Kem C. Gardner Policy Institute at the University of Utah signed the agreement.

"The Utah Coal Country Strike Team complements our community's vision to diversify, invest and secure a bright future

for residents," said Price Mayor Mike Kourianos, who, along with Castle Dale Mayor Danny Van Wagoner, co-chairs the effort. "I'm thrilled to see two public universities join arms with us as we create a better future for our children and grandchildren."

The coal communities of Carbon and Emery counties suffer from a decade-long recession, even as the state of Utah has thrived. Utah leads the nation in job growth since 2010, while jobs in Utah's Coal Country have declined by 16 percent. The region suffers from high unemployment, net out-migration, poverty, depreciating home prices and an opioid death rate three times the national average.

"The disappearance of coal mines and an uncertain future

for our coal-fired power plants creates a significant challenge for us," said Van Wagoner. "The Strike Team will help us transition our economy. We welcome this partnership and the future looks bright."

The Utah Coal Country Strike Team has the potential to serve as a national model for others to follow as the nation transitions to renewable energy, organizers say. The U.S. currently has approximately 150 coal-dependent communities. A recent report by the Brookings Institution concluded these communities will continue to face significant economic hardship because of stagnant electricity demand, advances in competing generation technologies, unfavorable export conditions and concerns about a changing climate.

SL Mattress to make Restonic

Utah-based Salt Lake Mattress & Mfg. Co. has reached a licensing agreement with Restonic Mattress Corp. under which the Salt Lake bedding company will begin manufacturing Restonic products and distributing to retailers in the Intermountain West. Buffalo, New York-based Restonic now has 13 manufacturing locations across the U.S.

"We're very excited to begin our journey with Salt Lake Mattress, aligning our mutual heritage of providing exceptional products, customer service and retail support with a forward focus on growth in today's ever-fluid marketplace," said Ron Passaglia, CEO and president of Restonic.

Salt Lake Mattress has been manufacturing bedding products for the Utah since 1892. Curt Crowther purchased the company in 1985.

"Joining Restonic is a strong strategic move and affords us the opportunity to diversify and supply our retailers with the power of the Restonic brand, which includes nimble flexibility, customization and strong retailer support," said Crowther. "We owe our success to the efforts of our retail base and we're looking forward to offering them Restonic products to help grow their businesses."

Restonic, a top 10 bedding producer, is represented in more than 50 countries worldwide. A multiple-year winner of the Consumer's Digest Best Buy Award, as well as the first and longest consecutive winner of the Women's Choice Award, Restonic has been in business for more than 80 years.

CenExel acquires Florida research firm

CenExel Clinical Research, Inc., a Salt Lake City-based company that specializes in the medical and scientific support for the design and execution of clinical trials, has acquired Research Centers of America (RCA) in Hollywood, Florida. The acquisition brings to five the number of CenExel clinical research sites in the United States.

"We are thrilled to add Research Centers of America to the stellar network of CenExel sites," said Tom Wardle, CenExel CEO. "This acquisition continues the aggressive momentum of CenExel as a leading full-service clinical research site network. RCA's expertise in central nervous system (CNS) disorders and vaccine research extends our ability

to offer the finest-quality clinical research, investigators, and staff to study sponsors to deliver their clinical research objectives. We are particularly enthusiastic about the stability and leadership that Dr. [Peter] Ventre and Dr. [Howard] Schwartz bring to RCA and their commitment to continued growth of RCA and CenExel over the next several years."

RCA's investigators and staff have conducted over 1,000 inpatient and outpatient clinical trials, ranging from pediatric to geriatric populations, with an emphasis on Phase I to Phase III mental health and CNS disorders, substance use disorders and sleep studies. RCA partners with the Fort Lauderdale Behavioral Health Center for

psychiatric inpatient and outpatient trials. RCA also specializes in vaccine development across a broad array of infectious and bio-defense indications.

With the addition of RCA, CenExel now operates facilities in Florida, California, Georgia, Maryland and Utah.

"Joining the CenExel Centers of Excellence network is a significant and timely step for us," said Ventre. "We see this as an avenue to increasing single- and multi-site studies for RCA, while allowing us to focus on our strength — changing patients' lives through new pharmaceutical therapies."

CenExel Clinical Research Inc. was formed in 2018 and employs about 1,400.

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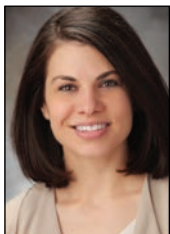
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ARTS/ENTERTAINMENT

• **The Governor's Office of Economic Development (GOED)** board, at its December meeting, approved a cash rebate of up to \$450,000 for **3481 Inc.** for its production of "Just Dancing," a Valentine's Day-themed film that will air on the Hallmark Channel. The company is expected to spend \$1.8 million in Utah, including during principal photography set for March 3-20. The production is expected to employ 18 cast, 67 crew and 375 extras. The director has yet to be determined. The producer is David Wulf. The show will tell the story of a widow who takes up dance lessons and begins to fall in love with her instructor.

BANKING

• **Bank of Utah**, Ogden, has announced changes in branch manager positions at three locations. **Sarah Carver**, Bountiful branch manager, will transfer the week of Dec. 30 to Layton to serve as branch manager there. She has held several positions at the bank including customer service representative and account manager. She succeeds **Brenda Moore** as Layton branch manager.



Sarah Carver



Brenda Moore

Moore is retiring, effective Jan. 3, after 23 years in the banking industry, including two years as operation manager for Bank of Utah's main branch in Ogden, 10 years as branch manager in



Karen Owens



Samantha Johnson

Layton, and as a merchant teller and service manager for Wells Fargo. **Karen Owens** will move to Bank of Utah's Bountiful branch to serve as branch manager. She started her career with the bank in Bountiful 2 1/2 years ago as a customer service representative after many years in retail management. Owens was promoted to account manager and transferred to the bank's main branch in Ogden to expand her retail banking expertise. **Samantha Johnson** has moved to the Redwood Road bank branch to serve as branch manager. Johnson, who has an extensive retail banking background, has played an important role on Bank of Utah's corporate branch administration team and helped roll out many new procedures, tools and resources.

• **Goldenwest Credit Union**, Ogden, has released information about its 2019 bonus dividend. The credit union expects its members to collectively earn more than \$2 million Dec. 31 with the year-end earnings. The board of directors approved the dividend at its November meeting. Since 2004, the bonus dividend program has topped more than \$15 million. Dividend earning amounts will vary by member based on the average daily balance in their individual accounts over the course of the year. The dividend is a one-time amount of 4.4 percent annual percentage yield (APY) paid above the stated monthly dividend of 0.1 percent APY. Members will earn 4.5 percent APY for December on primary shares, secondary shares, Christmas Club shares and IRA shares.

DIRECT SALES

• **Young Living**, a Lehi-based essential oils company, has announced a partnership with the **Golden Einkorn Farm** in Sault, located in the French region of Provence. The farm produces the company's einkorn grain and other einkorn products. The 600-acre, family-owned farm is run by longtime Young Living partner Jerome Reynard. While the Golden Einkorn Farm is a new partner farm for Young Living, it has longstanding connections to the company as part of the same farming co-op as other Young Living farms in the region.

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EDUCATION/TRAINING

• **Talent Ready Utah** is expanding the **Utah Diesel Tech Pathway** program to southern Utah in partnership with **Dixie Technical College**, **Washington County School District** and 10 local diesel companies. Students will participate in work-based learning that gives them hands-on experience in the diesel industry and opens the door for a career in the high-growth, high-wage profession.

EXPANSIONS

• **CircusTrix**, a Provo-based owner, operator, and franchisor of active entertainment parks, has announced new parks under the Superfly name in Munich and Bielefeld, Germany. The Superfly brand now has 10 locations in Germany. Superfly parks are known for traditional trampolines, tumbling lanes, bounce runs with ninja obstacles, jump towers, air tracks, boulder walls, transparent wall trampolines and more. Founded in 2011, CircusTrix has more than 320 facilities worldwide.

INTERNATIONAL

• **World Trade Center Utah** is inviting companies to join it for a trade mission to Taipei on March 1-4 during the World Trade Centers Association's Annual General Assembly. The event is the organization's premier annual event, gathering more than 300 representatives among world trade centers and their member companies from all over the world. The event will focus on "Connecting Business to the Digital World," aiming to facilitate industrial exchange and prepare businesses for the digital advantages and challenges. It also represents an opportunity to connect with local businesses in Taiwan and potential partners worldwide. WTC Utah and its hosts, WTC Taiwan, will provide opportunities for business-to-business meetings, company tours and conference events. Participating companies may qualify for grants from the U.S. or Taiwan government to offset travel costs. Details are available by contacting David Carlebach, vice president of international investment for World Trade Center Utah, at (435) 640-0724 or dcarlebach@wtcutah.com.

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INVESTMENTS

• **RET Ventures**, a Park City-based early-stage venture fund primarily focused on real estate technology for the multifamily and single-family rental segments, has hired **Christopher Yip** as partner and managing director. Yip will lead new investments, help build the RET Ventures team, strengthen the firm's investment processes, and continue to create value for portfolio companies and limited partners. He has more than 12 years of private equity and growth equity investing experience in technol-



Christopher Yip

ogy-enabled services, including at global private investment firm TPG.

• **iFit**, a connected fitness streaming platform, has completed a \$200 million growth equity investment led by **Pamplona Capital Management**. Available on NordicTrack treadmills, incline trainers, rowers, cycles and strength products, iFit is owned by **Icon Health & Fitness**, the Logan-based parent company of NordicTrack, ProForm and Freemotion. **Bank of America Merrill Lynch** served as exclusive financial advisor to ICON. **Barclays** served as financial advisor to Pamplona.

• **Tower Arch Capital**, a Salt Lake City-based lower-middle market private equity firm, has announced it has recapitalized **Creedence Energy Services LLC** in partnership with its founders, **Kevin, Wyatt and Malachi Black**. Financial terms were not disclosed. Founded in 2014 and headquartered in Minot, North Dakota, with operations in Williston, North Dakota, and Odessa, Texas, Creedence provides production chemicals, acidizing services and other custom solutions for scale and corrosion prevention to oil and gas providers in the Bakken and Permian basins. Financing for the transaction was provided by **KeyBank**. Advisors for Tower Arch Capital included **Dorsey & Whitney LLP** and **RSM US LLP**. Advisors for Creedence Energy Services included **PPHB Securities LP** and **Crowley Fleck PLLP**.

PHILANTHROPY

• **Screenmobile**, a California-based company focused on screen doors, windows, porches and screen repair, has announced a giveback campaign called "**Home Fur the Howlidays**" to fundraise for the **American Society for the Prevention of Cruelty to Animals (ASPCA)**. The brand is doing the campaign in all of the markets that the brand has locations in, which includes Salt Lake City. Through Dec. 20, people can submit photos through <https://woobox.com/ap2d4u> of their pets in holiday costumes or enjoying winter activities. For every submission, Screenmobile will donate \$1 to the ASPCA. If there are more than 500 submissions, Screenmobile will donate an extra \$1,000 to the nonprofit.

RECOGNITIONS

• **Davis and Weber** counties are among five communities nationwide to be named

see BRIEFS next page

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Industry Briefs

from previous page

2020 Great American Defense Communities by the **Association of Defense Communities (ADC)**. The Great American Defense Communities program, now in its fifth year, recognizes military communities and regions that help improve the quality of life for service members and military families. Communities are chosen through a competitive nomination process based on community and integration programs, educational and employment opportunities, and family support initiatives. This

to **Work in 2020**. The awards are based solely on the input of employees, who elect to provide feedback on their jobs, work environments and companies on the Glassdoor job and recruiting site. In the large-company category are No. 47 **CHG Healthcare**, No. 67 **Dell Technologies**, No. 78 **E*Trade Financial**, No. 85 **C.R. England**, No. 88 **Fidelity Investments**, No. 89 **SkyWest Airlines** and No. 90 **Extra Space Storage**. In the small- and medium-sized company category are No. 20 **Weave**, No. 35 **A-Lign**, No. 45 **Lendio** and No. 48 **Health Catalyst**.

SERVICES

• **The Forbes M+A Group**, a Colorado-based middle market transaction advisory firm, has hired **James Morgan** as a managing director. Morgan will support the firm in its Salt Lake City office. Morgan has more than 18 years of experience working with global investment banks. Most recently, he spent 11 years with HBSC Securities in New York, where he focused on selling businesses, raising capital and cross-border transactions. Formerly, Morgan practiced as an M&A advisor for Citigroup and Scotia Capital.



James Morgan

SPORTS

• The **Utah Golf Course Superintendents Association**, along with **Utah State University**, have produced a "Utah Golf Course Industry Best Management Practices Guide." The practices were

developed in part by using the BMP Planning Guide and Template created by the Golf Course Superintendents Association of America (GCSAA) and funded and supported by the USGA. The Utah association received a \$10,000 BMP grant that GCSAA funded through the association's Environmental Institute for Golf (EIFG) in part by PGA Tour. The BMP grant program provides funding through the EIFG to chapters for developing new guides, updating existing guides or for verification programs. GCSAA's goal is to have all 50 states offer established BMPs by 2020. The BMPs provide guidance in 12 key areas — including archaeological awareness, wildlife protection, surface water management and water quality, nutrient use, integrated pest management, energy and others — that speak to the state's six climate zones and unique flora and fauna. With more than 75 courses in the state cover-

ing a wide variety of climates, the Utah BMPs offers guidelines for superintendents to manage their facilities in an efficient and environmentally sustainable manner in keeping with their regional needs and regulatory concerns.

TECHNOLOGY/LIFE SCIENCES

• **Workfront**, a Lehi-based work management application platform company, has announced that **Maria Alvarez** has joined its board of directors. Alvarez has



Maria Alvarez

more than 20 years of experience building products and teams in software development, security, internet and artificial intelligence (AI). She currently is general manager of shared engineering services in the AI+Research division at

Microsoft, leading the global team providing tools, services and programs that support Bing, Microsoft News, Ads, Consumer Applications and Microsoft Research. She previously was chief technology officer and product head of Panda Security and the engineering vice president and tech PMO of Yahoo Technology. She also held positions at HP, Symantec Corp. and CoCreate Software.

• **Xant**, a Provo-based company formerly known as InsideSales.com, will host its first customer conference, **NEXT 2020**, Feb. 25-28 in Salt Lake City. The event will bring together the company's network of customers, partners and industry thought leaders to discuss the challenges facing revenue teams, reveal best practices by winning sales teams, and how to ultimately accelerate revenue in today's transformational environment. Details are at <https://www.xant.ai/next2020/>.



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CASE
CONSTRUCTION

year's selected communities will be honored throughout the year, including a visit from ADC's leadership and special recognition at the Defense Communities National Summit in Washington, D.C., in June.

• Several Utah companies are in the **Glassdoor Employees' Choice Award** listings, recognizing them as the **Best Places**



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If you are a caregiver of children or teens (teacher, parent, grandparent, school principal, counselor), you're invited to a discussion focused on important behavioral health topics for children, teens and young adults.

Tuesday, January 14, 2020

8:00 a.m. – noon

St. Mark's Hospital

Lamb Auditorium, 2nd floor, Women's Pavilion

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Salt Lake City, Utah

Breakfast and snacks will be provided.

We hope you can join us to learn, share and network. To register by January 8, please contact **Stella.Castro@Cigna.com**.



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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.

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

“Eggs & Issues,” a Murray Area Chamber of Commerce event. Speaker is Sarah Nelson, Miss Murray 2020. Location is 4700 S. 900 E., Murray. Free (pay for what is ordered from the menu). Open to the public. Details are at murraychamber.org.

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

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

Jan. 3, 8-10 a.m.

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

Jan. 3, 8:30-11:30 a.m.

“Grow Your Business: Idea Validation,” a Small Business Development Center (SBDC) workshop. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

Jan. 6, 8 a.m.-2 p.m.

Utah Emerging Leaders Summit 2020, an Emerging Leaders Initiative (ELI) of Utah event featuring young leaders from across Utah in policy discussions and helping to shape Utah’s political, culture and economic future. Keynote speaker is Elizabeth Smart. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$65. Details are at www.utahleaderssummit.com.

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

UrbanPlan for Public Officials Workshop, a ULI (Urban Land Institute) Utah event in conjunction with the Utah Alliance meeting Jan. 8 and enabling public officers to better understand the trade-offs and risks at play in the entitlement and negotiation process associated with land use. Location is the Business Resource Center at Dixie State University, 225 S. 500 E., St. George. Cost is \$50. Details are at <https://www.utahalliance.com/events>.

Jan. 7, 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. 7, 6-9 p.m.

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

Jan. 8-Feb. 26, 8 a.m.-5 p.m.

PMP Exam Prep, a Salt Lake Community College Workforce Training course on Wednesdays and designed to meet required education hours and prepare participants to successfully pass the Project Management Professional (PMP) examination. Location is SLCC’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$1,350. Details are at <https://www.slcc.edu/workforce/courses/index.aspx>.

Jan. 8, 11:30 a.m.-1 p.m.

“Let’s Do Lunch,” a South Valley Chamber event. Location is Slackwater Pub & Pizzeria, 10290 S. State St., Sandy. Registration can be completed at Eventbrite.com.

Jan. 8, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Free for chamber members and first-time guests, \$10 for non-member guests. Details are at ogdenweberchamber.com.

Jan. 8, 6:30-8 p.m.

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

Jan. 9, 11:30 a.m.-1 p.m.

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

Jan. 9, 6-8 p.m.

“Business Essentials,” a Small Business Development Center (SBDC) workshop. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details

are at <https://clients.utahsbdc.org/events.aspx>.

Jan. 10, 7:45-9 a.m.

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

Jan. 10, 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.

Jan. 10, 8:30-11:30 a.m.

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

Jan. 14 and 21, 8 a.m.-4 p.m.

“Effective Time Management,” part of the Salt Lake Community College Frontline Leader Workshop Series. Jan. 14 is at SLCC’s Miller Campus in Sandy. Jan. 21 is at the Westpointe Campus in Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

Jan. 14, 9-10:30 a.m.

“Jump Start: Intro to Entrepreneurship,” a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at wbcutah.org.

Jan. 14, 7:30 p.m.

“Browning Presents,” featuring political commentator David Brooks, hosted by the Telitha E. Lindquist College of Arts & Humanities at Weber State University. Brooks has covered business, crime and politics over a long career in journalism. Location is Val A. Browning Austad Auditorium at Weber State University. Cost is \$15 for adults, \$8 for students and may be purchased at weberstatetickets.com or by calling (801) 626-8500.

Jan. 15, 8 a.m.-noon

“Improving Behavior: Setting and Achieving Performance Goals for All Workers,” a Small Business Development Center (SBDC) event. Location is Tooele Technical College, Board Room, 88 S. Tooele Blvd., Tooele. Cost is \$98. Details are at <https://clients.utahsbdc.org/events.aspx>.

Jan. 15

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

Jan. 16, 8-10 a.m.

Speed Networking, a Murray Area Chamber of Commerce event. Location is Residence Inn by Marriott, 171 E. 5300 S., Murray. Free. Registration is required. Details are at murraychamber.org.

Jan. 16, 9-10 a.m.

“Coffee With Clancy: The Power of Marketing” a Women’s Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah. Location is Carlucci’s Bakery, 314 Broadway, No. 1, Salt Lake City. Free. Details are at www.wbcutah.org.

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

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

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

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

Jan. 16, 3-5 p.m.

Public Policy Forum, a Utah Technology Council event focusing on important issues regarding government’s impact on business. Location is Utah State Capitol, 350 State St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Jan. 16, 6-8 p.m.

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

Jan. 17, 7:30 a.m.-noon

Utah Economic Outlook & Public Policy Summit 2020, hosted by the Salt Lake Chamber,

in collaboration with the Kem C. Gardner Policy Institute at the University of Utah. 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. 17, 8-10 a.m.

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

Jan. 18, 8:30 a.m.-3 p.m.

“2020 Business Summit: Bringing Business and Community Together,” presented by the Utah Chinese Association. Speakers include U.S. Rep. Ben McAdams and Scott Anderson, Zions Bank CEO. Location is Little America, 500 S. Main St., Salt Lake City. Registration can be completed at Eventbrite.com.

Jan. 21, 8-9:30 a.m.

“State of the Economy for 2020,” a “Better Your Business” Breakfast Seminar presented by the Utah Department of Workforce Services (DWS). Speaker is Mark Knold, DWS chief economist. Location is DWS, 5735 S. Redwood Road, Taylorsville. Free. RSVPs can be completed by emailing jenjones@utah.gov.

Jan. 21, 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. 22, 8-9:30 a.m.

“Are We Experiencing a Kinder, Gentler National Labor Relations Board?” an Employers Council event that is part of a five-part Legal Breakfast Briefing Series. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99 for this session, \$420 for all five sessions. Other sessions are March 25, May 27, Aug. 26 and Oct. 28. Details are at employerscouncil.org.

Jan. 22, 6:30-8 p.m.

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

Succeeding in Your Business

Breaking up (without an agreement) is hard to do

"I am the 80 percent owner of a limited liability company (LLC) that runs an Internet marketing and website design firm. I basically do all of the work. My 20 percent partner only functions as a part-time intern, gofer, secretary or administrative assistant. We recently agreed that we should go our separate ways. I have five questions about the breakup."



CLIFF ENNICO

pensation (you ARE making the weekly payments, right?). But it's cheaper in the long run than making them partner because even a small percentage of ownership gets really expensive once your business takes off and becomes successful, as yours clearly has. Would you pay a part-time secretary \$200,000 a year? Well, that's what 20 percent of a service business is

worth once it makes \$1 million a year. Not bad for 10 hours of typing a week!

OK, now that I've got that off my chest, let's turn to the five questions.

"1. My partner mentioned that she wants to keep our company logo and web address (URL). Who owns these?"

Your LLC owns all assets of the business, including any intellectual property, such as a logo, company name or website. Under no circumstances should your partner get ANY of your LLC's intellectual property if you are going to continue

the business. As a condition to your buying her 20 percent interest, you should get your partner to agree A. to assign to the LLC all of her "right, title and interest" to any property she may have developed for your LLC, B. to keep all of your trade secrets confidential, C. not to solicit your customers or otherwise unfairly compete with you after she leaves and, D. not to disparage or bad-mouth your business to others.

"2. With 80 percent of the LLC ownership, can I just fire her and continue running the LLC business myself?"

Yes, but unless you buy her out, she will remain a 20 percent owner and be legally entitled to 20 percent of your profits at the end of each year, even though she didn't lift a finger to help you. Not a good idea. Also, in some states (such as New York), she may be able to seek a court-supervised breakup and valuation of the business if she can prove "harmful and oppressive conduct" on your part.

"3. Should I just dissolve the LLC altogether and start a new business?"

With 80 percent ownership of the LLC, you probably could do that legally, but then you would have to figure out which 20 percent of the LLC's assets your partner is entitled to when the LLC is liquidated. That could get sticky.

"4. How do I value the business? Together we put \$2,000 into the business. There's \$30,000 in the LLC checking account and about \$40,000 in accounts receivable."

I would keep this very simple, since you're too small to have a professional valuation done. Find out what your partner took out of the business in cash distributions last year (this will appear on Schedule K-1 of your IRS Form 1065), and offer her twice that amount. If that comes to less than \$14,000 (20 percent of \$70,000), offer her \$14,000. If you can't afford to pay a lump sum, offer to pay in monthly installments over the next year at 6 percent annual simple interest (0.5 percent per month).

"5. What do I do about new projects? Can I do these on the side or form a new LLC?"

Unless there is a noncompete clause built into your LLC operating agreement, there is nothing

to prevent either of you from doing things on the side, with or without the other's knowledge. If you form a new LLC and start running a parallel business, though, your partner might sue you for improperly diverting assets and business from your old LLC or illegally freezing her out. Talk to your lawyer before taking a drastic step like that. I would strongly prefer that you buy her 20 percent interest, even if you have to pay more than it's worth. You will sleep better at night.

Lesson: Once you make someone your business partner, there is only one way you can get rid of them legally and that is to buy them out for a price on which the two of you can agree. Before making ANYONE a partner, make sure you get a buy-sell agreement from them that spells out precisely how much they will be entitled to receive for their ownership interest if you decide they are no longer adding value. A good attorney can draft one of these for you for under \$2,000.

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

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CPI from page 1

cable and satellite TV, while higher gas prices drove up transportation prices by 0.6 percent.

The 12-month price growth for the recreation sector has risen for four consecutive months and is now at 16.7 percent — the highest level ever recorded in the index. It is now the second-largest factor contributing to year-over-year price growth along the Wasatch Front.

"Utah's economy remains strong and unemployment is low. This naturally leads to some inflation as consumer demand remains strong," said Randy Shumway, chairman and partner at Cicero Group, a Salt Lake City-based management consulting firm. "Given that

much of the growth is coming in our housing sector, this price growth positively affects the wealth of homeowners in the state."

On a broader scale, the U.S. Bureau of Labor Statistics announced that national unemployment decreased to 3.5 percent in November, while the U.S. Bureau of Economic Analysis reported that the national gross domestic product increased at a rate of 2.1 percent in the third quarter of 2019.

"We're seeing some positive economic developments around the country," said Scott Anderson, president and CEO of Zions Bank. "Nationally, third-quarter GDP growth was higher than expected. This signals that the U.S. economy is faring well, even as some parts of the world are seeing more slowing."



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Opinion

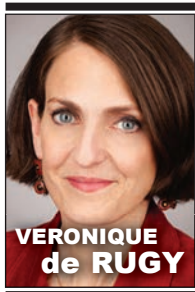
Will the Fed edge out the competition with its real-time payment system?

Imagine what it must be like for private companies that have invested in a new technology and suddenly find out they have to compete with a tax-supported government agency — the very one that also regulates the industry. That's what happened when the Federal Reserve entered the real-time payments market. What this development means for the private companies and the consumers they serve in this market is unclear. The outcome will depend on the Fed's willingness to play by the rules.

The Fed plans to develop what it's calling the FedNow Service, which is expected to launch sometime in the next five years. FedNow is to be a real-time gross settlement service that would compete against private-sector options like The Clearing House, or TCH, a payment platform, which is run by a consortium of large banks. Real-time payments would significantly speed up the current slow speed of many payments. That's more convenient for American businesses and consumers, and it reduces the burden on lower-income Americans.

The Fed announcement was a surprise since the agency said earlier that it would intervene in this market if and only

if private-sector payment-service providers couldn't provide a payment-processing system with reasonable effectiveness, scope and equity. The private providers actually did their part to meet the government's requirements. Yet the government is entering the market nonetheless.



VERONIQUE
de RUGY

In theory, more competitors with equal legal privileges and obligations should benefit consumers and businesses. At issue is whether this rather unlevelled competition from the Fed encourages or discourages the continued expansion of real-time payments and the long-term viability of the market.

For instance, one likely consequence of the uncertainty created by the Fed's entrance into the market is that current private efforts to expand real-time payments are delayed as banks may wait to see how the market shakes out. At a Senate hearing in September, the Fed's Esther George did little to address this concern. When asked by Sen. Mike Crapo, R-Idaho, about fears of unfair competition, George dismissed the question with only a vague reference to "the Federal Reserve's history in operating payments services across a variety of rails."

Under questioning from Sen. Pat Toomey, R-Pa., she also admitted that the Fed will not commit to a flat-fee structure. In contrast, TCH pledged to maintain a flat-fee structure to protect access for all Americans, regardless of where they're located or the size of their banks, so long as a competing government service doesn't enter the market. This condition is perfectly reasonable because they know from experience that the Fed is willing to use volume-based discounts to entice the business of large banks away from competitors.

Another witness at the Senate's hearing, George Selgin of the Cato Institute, testified to the likely negative consequences of the Fed's entrance into the real-time payment market. He warned that the Fed's new focus on FedNow may delay upgrading its existing monopoly on final-settlement services. This delay would slow the introduction of around-the-clock, 365-days-per-year operation and thus fail to reduce delays on existing payment networks, including those for private, real-time payment services.

More disturbing is the idea that delays could actually be a way to gain a competitive advantage over other payment networks. Selgin explains, "Why is the Fed dragging its feet on an almost universally

favoured reform that could alone suffice to eliminate most of the more notorious payment delays in this country? The Fed's actions seem at odds with its overarching public mission. But they are what one would expect from a firm endeavoring to compete successfully with rival payment service providers." He adds, "The Fed's hesitation to make 24x7x365 Fed settlements available to private payment service providers may likewise reflect its own desire to give FedNow 'a leg up' on other payment networks."

Despite these concerns, at this point it seems that the Federal Reserve will blaze ahead with FedNow. In that context, it is essential that Congress or the administration ensures that, in competing with private-sector payment service providers, the Fed plays by the rules and contributes to, rather than hinders, the acceleration of U.S. payments. We would expect this much from the private sector. Sticking to the rules is even more important for a government entity with incredible powers.

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

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Impeachment in America is part of a troubling trend around the globe

At first glance, the impeachment proceedings against Donald Trump might seem to be a specifically and narrowly American matter. But if you look around the world, you see that it is part of a deeply worrying global trend. In country after country, we are witnessing an unprecedented wave of attacks on the constitutions, institutions, norms and values that have given democracy strength and meaning.

Consider what happened in a recent week around the world as Congress debated charges against President Trump. In India, the world's largest democracy, the ruling party passed an unprecedented citizenship bill that privileges certain religions over others, namely Islam, a move that has been widely criticized by human rights groups and described by one Indian intellectual as "a giant step to officially convert a constitutional democracy into a[n] unconstitutional ethnocracy."

This follows on the heels of an initiative by the same Hindu nationalist movement in one Indian state, seemingly aimed at Muslims, that stripped 2 million residents of citizenship on the grounds that they didn't have sufficient documentary proof — in a country where most people have few written records. The government has begun building prisons in which to incarcerate these dispossessed people.

Israel, which boasts of being a stable democracy in a sea of dictatorships, appears paralyzed and polarized as it heads into its

third election in a year. More disturbing, Prime Minister Benjamin Netanyahu and members of his party have launched an extraordinarily vicious attack on the Israeli justice system, which they claim has been plotting against him. In fact, Netanyahu faces indictment for bribery, fraud and breach of trust because the attorney general, who is from Netanyahu's party and was chosen by Netanyahu, was following existing laws and procedures. Yet the prime minister and



FAREED
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his followers accuse prosecutors and police of engineering an "attempted coup" against him.

In Hungary, Prime Minister Viktor Orbán, who has spoken openly about building an "illiberal democracy," has pushed for laws to make it harder for opposition lawmakers to band together and to protest legislation. He has also moved to curtail the power of local governments after his party suffered a severe setback in municipal elections.

At the International Court of Justice, nearly 30 years after she was awarded the Nobel Peace Prize as a pro-democracy dissident, Myanmar's Aung San Suu Kyi staunchly defended her government against charges of genocide against its Muslim minority, the Rohingya. In 2017, a military crackdown against the Rohingya led 700,000 of them to flee for their lives into bordering Bangladesh. United Nations investigators found evidence of mass murder,

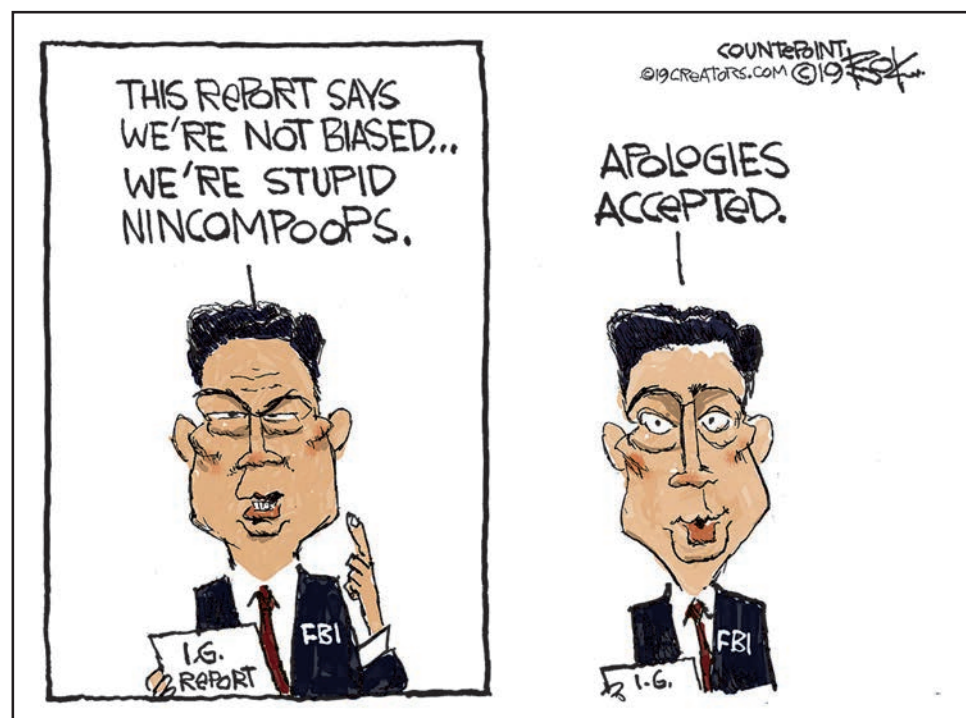
gang rape and arson, with "genocidal intent." The U.S. has since slapped sanctions on several of Myanmar's senior military leaders.

And this is all just in one week! If you broaden the lens, we are living through what Stanford's Larry Diamond has called a "democratic recession." Except it might be turning into a depression. For 13 consecutive years now, the international human rights watchdog group Freedom House has registered a decline in global freedom — fair elections, free press, individual and mi-

nority rights, etc. Freedom House has long monitored democracy in far-flung places, so one of its key findings in 2018 was unusual: "The United States retreated from its traditional role as both a champion and an exemplar of democracy amid an accelerating decline in American political rights and civil liberties."

This is the context in which to consider America's impeachment crisis. The facts

see ZAKARIA next page



CALENDAR

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Jan. 23, 8:30 a.m.-4 p.m.

"Supervision: Critical Skills for Effective Leaders," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$225. Details are at employerscouncil.org.

Jan. 23, 6-9 p.m.

Annual Vision Dinner, a South Jordan Chamber of Commerce event. Location is Bingham High School, 2160 S. Jordan Parkway, South Jordan. Cost is \$60. Details are at southjordanchamber.org.

Jan. 23, 6-7 p.m.

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

Jan. 24, 6-9 p.m.

2020 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. 25, 9-10:30 a.m.

Legislative Breakfast 2020, a Murray Area Chamber of Commerce event. Location is Intermountain Medical, Doty Education Center, 5151 S. Cottonwood St., Building 6, Murray. Free, and open to the public. Details are at murraychamber.org.

Jan. 28, 11 a.m.-1 p.m.

"Business Women's Forum: Transformational Learning: The Key to Advancing Your Career as Women." Presenter is Susan R. Madsen, Orin R. Woodbury Professor of Leadership and Ethics at Utah Valley University. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

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

"From Daybreak to Deseret Ranch: The Art of Master Planned Communities," a ULI (Urban Land Institute) Utah event. Speaker is Don White, vice president of planning at Deseret Ranch and past chair of ULI Utah. Location is Zions Bank, Founders Room (18th floor), 1 S. Main St., Salt Lake City. Cost is \$35 for members, \$50 for nonmembers. Details are at <https://utah.uli.org/events/>.

Jan. 29, 12:30-4:30 p.m.

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

Jan. 29, 6:30-8 p.m.

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

Jan. 30-31

Silicon Slopes Tech Summit 2020. Event includes keynote presentations, breakout sessions, entertainment and networking opportunities. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$195 for an all-access pass. Details are at siliconslopesummit.com.

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

Annual Legislative Breakfast, a Utah Technology Council event featuring a discussion of pressing issues with legislators. Location is Utah State Capitol, 350 State St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Jan. 30, 9-10 a.m.

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

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

"Jump Start: Intro to Entrepreneurship," a Women's Business Center of Utah event.

Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at wbcutah.org.

Feb. 4, 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. 4, 12:30-4:30 p.m.

"Basic I-9 Compliance," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

Feb. 6, 7:30-9 a.m.

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

Feb. 6, 8:30 a.m.-4 p.m.

"Supervisory Skills Program," an Employers Council event over four consecutive Thursdays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

Feb. 6, 9-10 a.m.

"Coffee With Clancy," a Women's Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women's Business Center of Utah. Location is Athena Beans Coffee House & Bistro, 111 W. 9000 S., Sandy. Free. Details are at www.wbcutah.org.

Feb. 7, 8-10 a.m.

First Friday Face to Face,

a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor, The District, 3761 W. Parkway Plaza Drive, South Jordan. Details are at westjordanchamber.com.

Feb. 7, 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. 7, 8:30 a.m.-3:30 p.m.

"Investigations in the Workplace," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$205. Details are at employerscouncil.org.

Feb. 11 and 18, 8 a.m.-4 p.m.

"Managing Conflict," part of the Salt Lake Community College Frontline Leader Workshop Series. Offered Feb. 11 is SLCC's Miller Campus, 9750 S. 300 W., Sandy; and Feb. 18 is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/index.aspx>.

Feb. 11, 8:30 a.m.-12:30 p.m.

"Coaching Employees: A Step-By-Step Process," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

Feb. 11, 9-10:30 a.m.

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

Across the democratic world, the institutions of liberty and law are under attack. If they give way, the fraying democratic fabric of our societies will ultimately tear apart.

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ZAKARIA

from previous page

of the case are blindingly clear. Trump pressured the new Ukrainian government to investigate the Bidens, as described in sworn testimony by 17 witnesses, many of them sitting senior government officials, with each person's account confirming the others' — and emails, texts and the call transcript further documenting it all. The Republicans' defense is that this elaborate campaign to help Trump's reelection was actually a big misunderstanding. Trump had never asked for it; these officials, working feverishly for months across continents, were all simultaneously deluded. Call it the Walter Mitty defense.

In fact, the real defense is offense. Last week the president called members of the FBI "scum" and Attorney General William Barr dismissed the conclusions of the Justice Department's own inspector general. The president and his followers now routinely attack the Foreign Service, intelligence agencies and the Justice Department. The White House has refused to honor congressional subpoenas or document requests to an extent unprecedented in American history.



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NOTABLE RELOCATIONS & EXPANSIONS**

Listed Alphabetically



Company Name Address	Number of Jobs	Capital Expenditure	Square Feet	Industry Description	Location
Amazon Web Services	300	\$25.35M	534K	Manufacturing	Salt Lake City
Amer Sports	100	\$1.5M	*	Outdoor products	Ogden
Ancestry.com	506	\$10.5M	*	Information technology	Lehi
Banjo	100	*	15K	Information technology	Salt Lake City
Brex	1,000	\$23.4M	75K	Finance	Salt Lake City
Castlight Health	235	3.1M	30K	Information technology	Sandy
DPS Skis	16	\$500,000	25K	Outdoor products	Salt Lake City
Elkay—West	7	*	30K	Distribution/warehousing	Salt Lake City
GOEX	100	\$15.5M	120K	Manufacturing	Cedar City
Guardian Analytics	30	*	3,500	Finance	Lehi
Infab Corp.	90	\$8M	56,256	Manufacturing	Hilldale
Intermountain Electronics	289	\$12.5M	350K	Manufacturing	Price
L3 Communications	250	*	*	Information technology	Salt Lake City
National Bank Holdings	20	\$1.06M	4K	Finance	Bountiful
Oatly	50	\$40M	100K	Food processing	Ogden
Ooda Health Inc.	60	*	10K	Information technology	Salt Lake City
Plaid	120	*	17K	Finance	Salt Lake City
Quickbase	485	\$713,462	20K	Information technology	Salt Lake City
RedPoints	15	*	3.5K	Information technology	Salt Lake City
Teem	250	\$1M	*	Information technology	Salt Lake City
Tyson Foods	1,374	\$286M	408K	Food processing	Eagle Mountain
Ventum	30	\$1M	14K	Outdoor products	Heber

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ROBOT

from page 1

young or old, big or small, to accomplish physically demanding tasks without stress or strain on their bodies,” Sarcos said as it announced its intent to begin shipping the units.

Commercial production units of the Guardian XO will begin shipping to customers later in 2020, the company said. The Guardian XO has been under development for 20 years, with the initial vision and funding for the effort coming from the Defense Advanced Research Projects Agency (DARPA) and additional funding over the years com-

ing from the U.S. Department of Defense, leading Fortune 500 industrial companies, such as Caterpillar, GE Ventures, Microsoft and Schlumberger, as well as private investors.

“The Guardian XO is a great example of what can happen when private industry and government join forces with a small, innovative team to address a common challenge,” said Ben Wolff, chairman and CEO, Sarcos Robotics.

Sarcos’ X-TAG, which was assembled beginning in 2016 and announced in 2018, is comprised of leading companies across a variety of industries, including industrial manufacturing, oil and gas, utilities, logistics, construction, automotive, aviation and

aerospace. The X-TAG members have played an integral role in assisting with the functional design, as well as performance and safety requirements, to ensure that the Guardian XO meets the needs of myriad use cases across various industries, the company said.

“Full-body, powered exoskeletons have significant potential to transform the industrial workforce as we know it,” said Remy Glaisner, research director for intelligent operational systems and robotics at Sarcos. “From improving worker strength, efficiency and safety to reducing occupational injuries caused by repetitive heavy lifting, the Guardian XO is poised to be a game-changer for a wide variety of industries.”

“The Guardian XO Alpha units are the culmination of 20 years of effort by our team and represent a huge step forward as we prepare to ship our first commercial Guardian XO wearable robots to our customers in the latter part of 2020,” said Wolff. “Delivery of our Alpha units represents the first time in history that industrial and military customers will gain access to a full-body, powered exoskeleton that can safely enable humans to intuitively lift and dexterously manipulate objects weighing up to 200 pounds and walk at human speed for extended work sessions. With the growing shortage of skilled labor across industries and the rising social and economic costs associated with occupational mus-

culoskeletal injuries, we have an enormous opportunity to benefit employees and companies alike.”

Sarcos is now accepting orders for the Guardian XO for delivery late next year.

The Sarcos Guardian XO is a 24-degrees-of-freedom, full-body robotic exoskeleton. While wearing it, a human can lift 200 pounds while feeling like he is lifting just 10 pounds. The Guardian XO is fully electrical and untethered with a runtime of two hours and battery packs can keep it going for a full work day. It takes seconds to put on and take off and Sarcos said new users can be trained to use the system in minutes. One Guardian XO costs \$100,000 per year to rent, Sarcos said.

AIRLINE

from page 1

“This is a really unique opportunity, to have the headquarters of a regional airline in the state of Utah,” said Tom Wadsworth, GOED associate managing director. “When you think about the number of airlines that are existing in the United States today and where they’re headquartered, it’s a really unique opportunity for us.”

Wadsworth said Utah fits with the company’s strategy.

“Digging into how this airline is going to compete nationally and internationally, they’re focusing in the IT component of the airline business as well as the customer service component of that and really being an air-

line of the future, and I think with our historical competence in customer service operations but also with our emerging growth in the IT sector, this is a really good fit,” he said.

Bloomberg reported in September that the airline could begin flights as early as next year using planes once used by Azul. Neeleman told Bloomberg at that time that it will be low-cost “but not austere.” Trent Porter, Breeze’s chief financial officer, told the GOED board that the airline will make the travel experience “simple, affordable and convenient” for guests by using “technology, ingenuity and kindness.”

In media reports about Moxy, Neeleman has said that technology will be used for booking, check-in, flight changes, ordering in-flight meals, and accessing

in-flight entertainment on passengers’ personal devices.

“As our CEO, David Neeleman, has said on numerous occasions, we’re in the process of building a tech company that happens to fly airplanes, and with the efforts Utah has made to build up the technology industry in the state, we feel that we could benefit in our efforts by being part of the mix,” Porter told the GOED board.

“We believe that the travel industry is ripe for somebody to step in with a good technology solution that makes the travel experience simpler for their customers.”

Neeleman is focusing domestically after spending a few years on international aviation projects, Porter said. “He has a great track record of creating these aviation companies, and really what he’s

wanted to do is bring something new to the market here domestically. ... To bring something home, specifically to the state of Utah, and to create something and build something similar to what was created and built with JetBlue, is a desire of his,” he said.

Moxy “will be growing quickly,” he added. “We will be looking at developing markets fairly quickly out of the gate. That’s a similar strategy to what was used at JetBlue.”

Mike Johnson, community and economic development director for Cottonwood Heights, said the project “fits our community profile very well.”

“We’ve had great past experience with JetBlue in the city and are just excited to see this technology merging with airline administration to kind of fit nicely into our business portfolio within

the city,” Johnson said.

In a prepared statement, Val Hale, GOED’s executive director, said Breeze’s headquarters “will be a welcome addition to Utah’s growing aerospace industry. We’re excited to partner with an experienced team with such an outstanding track record.”

“We have long recognized the potential our regional airports hold for economic growth,” said Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah. “We welcome Breeze Aviation to consider service to any of the many great airports that the state of Utah offers.”

Steve Neeleman, a member of the GOED board and David Neeleman’s brother, recused himself during the discussion and vote on the Breeze Aviation incentive.



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T H I N G S A R E

TRENDING UP DOWN SOUTH



A paddleboarder enjoys one of the unique opportunities available in Washington County at Sand Hollow Reservoir.

The strength of Utah's Dixie is in its planning

Born in 1850 in Switzerland, 9-year-old John Stettler Stucki arrived in Salt Lake City after walking across the plains with his family and other pioneer settlers. His time in northern Utah was short, as Brigham Young had a role for his family: colonizing a new settlement located 300 miles south, near present-day St. George.



As documented by the Washington County Historical Society, Utah's Dixie was settled deliberately and by design, early in the state's history. A short time after the pioneers first entered the Salt Lake Valley, LDS Church Pres. Young sent Parley P. Pratt and several men to explore the Virgin River Basin and evaluate the potential for colonization there.

The outbreak of the Civil War in 1861 presented nationwide economic disruptions to the textiles and cotton indus-

see DIXIE page 19

Economic, recreational, educational, cultural

Cedar City has some real advantages

In January 2017, Gov. Gary Herbert challenged Utah businesses to create 25,000 jobs in the state's rural counties by the end of 2020. The Cedar City area took that challenge seriously. In just two years from the governor's



request, 2,172 new jobs were created in Iron County. That's an astounding increase of 12.29 percent. This growth wasn't unique to just one or two job sectors but was spread across almost every category.

The local office of economic development would love to take credit for all of that success, but the reality is that Cedar City finds itself in exactly the right place with just the right resources for businesses to thrive. The fact that the city's leaders continue to welcome business growth makes the road to success even smoother.

see CEDAR CITY page 19



Hiking amid world-class scenery is an amenity available to residents and visitors to Iron County's Cedar City.

IRON COUNTY MAJOR EMPLOYERS

Ranked by Average Annual Employment in 2018



	Company Name / Address	Phone / Web	Avg. Annual Employment	Industry	Top Local Executive(s)
1	Southern Utah University 351 W. University Blvd. Cedar City, UT 84720	435-586-7700 suu.edu	2,000-2,999	Higher education	Scott L. Wyatt
2	Iron County School District 2077 W. Royal Hunte Drive Cedar City, UT 84720	435-586-804 irondistrict.org	1,000-1,999	Public education	Stephen Allen
3	Intermountain Healthcare 1303 N. Main St. Cedar City, UT 84721	435-868-5000 intermountainhealthcare.org	500-999	Healthcare	Glenna Beyer
4	Walmart 1330 S. Providence Center Drive Cedar City, UT 84720	435-586-0172 walmart.com	250-499	Warehouse clubs & supercenters	Kurt Harbin
4	Genpak LLC 2791 W. 275 N. Cedar City, UT 84720	435-865-7025 genpak.com	250-499	Foam manufacturing	Richard Dawson
4	Cedar City Municipality 10 N. Main St. Cedar City, UT 84720	435-586-2950 cedarcity.org	250-499	Local government	Maile Wilson Edwards
4	Express Employment Professionals 392 W. 200 N. Cedar City, UT 84720	435-586-9084 expresspros.com	250-499	Temporary help services	Eric Myers
8	Leavitt Group Enterprises 115 N. Main St. Cedar City, UT 84721	435-586-6553 leavitt.com	100-249	Insurance-related activities	Eric Leavitt
8	Iron County 68 S. 100 E. Parowan, UT 84761	435-477-8300 ironcounty.net	100-249	Local government	Alma Adams, Mike Bleak, Paul Cozzens
8	Brian Head Resort 329 Utah Route 143 Brian Head, UT 84719	435-677-2035 brianhead.com	100-249	Accommodations	Burke Wilkerson
8	MetalCraft Technologies 526 Aviation Way Cedar City, UT 84721	435-586-3871 metalcraft.net	100-249	Aircraft parts manufacturing	J. Spencer Grant
8	Lin's Supermarket 150 N. Main St. Cedar City, UT 84720	435-586-3346 linsgrocery.com	100-249	Grocery store	Associated Foods
8	Holt Farms 1710 Utah Route 18 Beryl, UT 84714	435-878-2728 robertholtfarms.com	100-249	Support activities for crop production	Robert Holt
8	Discovery Ranch South 4928 N. 4500 W. Cedar City, UT 84721	855-667-9388 discoveryranchforgirls.com	100-249	Residential care	Andrea Burgess
8	American Pacific Corp. (AMPAC) 10622 W. 6400 N. Cedar City, UT 84721	435-865-5000 ampac.us	100-249	Chemical manufacturing	Dr. Joseph Carleone
8	Home Depot 1518 S. Providence Center Drive Cedar City, UT 84720	435-865-5305 homedepot.com	100-249	Home centers	Derek Campbell
8	State Bank of Southern Utah 377 N. Main St. Cedar City, UT 84721	435-865-2300 sbsu.com	100-249	Banking	Eric Schmutz
8	Smith's Marketplace 633 S. Main St. Cedar City, UT 84720	435-586-1203 smithsfoodanddrug.com	100-249	Grocery store	Kevin Davis
8	Milgro Newcastle Inc. 300 S. 900 W. Newcastle, UT 84756	435-439-5285 facebook.com/milgronursery	100-249	Nursery	Gary F. Miller Scott Miller
8	Cedar Health and Rehabilitation 411 W. 135 N. Cedar City, UT 84721	435-586-6481 cedarhealthand rehab.com	100-249	Skilled nursing facility	Spencer Eaton

DIXIE

from page 17

try, and Brigham Young recognized the opportunity for Utah saints to grow and sell cotton.

John and the Stucki family were sent from Salt Lake City to settle with other Swiss saints in Santa Clara. Preceding the Swiss, as many as 40 other families had been directed there by Young. Hailing from the southern United States, these families possessed

the specific knowledge and skills to grow cotton. Paying homage to the nickname of their former home, these settlers called the region “Utah’s Dixie.”

The first extensive manufacture of cotton cloth began in 1865 when a cooperative cotton factory was organized under the direction of Young. This meant the cotton lint would not need to be baled and sent to others to

see DIXIE page 21



Shown under construction earlier this year, the Arcadia Resort is one of several dozen new communities being built in Utah's Dixie.



Downtown St. George is always growing. This four-story, Class A office building is seen from atop the historic St. George Tabernacle.

CEDAR CITY

from page 17

When it comes to economic prosperity in rural Utah, Cedar City has several unfair advantages. First, it's located perfectly for work and for play. Businesswise, it's very helpful to be located within one day's trucking of major western markets, including Los Angeles, Phoenix, Las Vegas, Salt Lake City and Denver. It's also nice to be the commercial center for numerous smaller communities from across various county and state lines.

Recreationally, it's ideal to be surrounded by nearly every kind of terrain imaginable. There are lush alpine forests, rugged high deserts and majestic red rock destinations just minutes from downtown. Cedar Breaks National Monument, Zion and Bryce Canyon national parks, Brian Head ski and summer resort, and thousands of acres of public lands are all nearby. At a mile-high elevation among the convergence of the Colorado Plateau, the Great Basin and the Mojave Desert, Cedar City has four distinct seasons, with opportunities for adventure throughout the year.

Among Cedar City's economic advantages is its long list of amenities that are not common to most rural

locales. There aren't many communities of 32,000 residents that are home to a university, a technical college, a dedicated railroad spur, a regional airport, a world-class theater company and lots of room for expansion. Tourism opportunities in Cedar City contribute another economic element, as millions of dollars are brought into the community each year by visitors from around the world who come to experience the parks and to attend the Tony Award-winning Utah Shakespeare Festival. These ingredients have created a perfect environment for a diverse and thriving economy.

One of the most sought-after resources in today's economy is a qualified workforce. This is an area where Cedar City excels. Southern Utah University has been an integral part of the community since its founding in 1897. Today, SUU is Utah's fastest-growing university, with 11,224 students enrolled, representing a 10.1 percent increase in the past year. Recent innovations, including a three-year bachelor's degree program and a cooperative dual enrollment program with Southwest Technical College, are evidence of the university's “student-first” goal.

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The manufacturing industry continues to grow in Cedar City as witnessed by the manufacturing floor of Genpak Plastics.



A student refuels a small airplane as part of the training offered by Southern Utah University's aviation program.

WASHINGTON COUNTY MAJOR EMPLOYERS

Ranked by Average Annual Employment in 2018



	Company Name/Address	Phone Web	Avg. Annual Employment	Industry	Top Local Executive(s)
1	Intermountain Healthcare 1380 E. Medical Center Drive St. George, UT 84790	435-251-1000 intermountainhealthcare.org	3,000-3,999	Healthcare	Mitchell Cloward
1	Washington County School District 121 W. Tabernacle St. St. George, UT 84770	435-673-3553 wash12.org	3,000-3,999	Public education	Larry Bergeson
3	Dixie State University 225 S. 700 E. St. George, UT 84770	435-652-7500 dixie.edu	1,000-1,999	Higher education	Del W. Beatty
3	Walmart 2610 Pioneer Road St. George, UT 84790	435-674-0459 walmart.com	1,000-1,999	Warehouse clubs & supercenters	Mike Longoria
3	St. George City 1756 E. 200 N. St. George, UT 84770	435-627-4000 sgcity.org	1,000-1,999	Local government	Jon Pike
6	SkyWest Airlines 444 S. River Road St. George, UT 84790	435-634-300 skywest.com	800	Air transportation	Russell Childs
7	Papazzzi 4771 Astragalus Drive St. George, UT 84790	855-697-2727 papazzziaccessories.com	500-999	Direct sales	Ryan Reeve
7	Home Depot 937 N. Westridge Drive St. George, UT 84770	435-634-7312 homedepot.com	500-999	Home improvement centers	Carl Sorensen
9	Washington County 197 E. Tabernacle St. Washington, UT 84770	435-634-5700 washingtoncity.org	250-499	Local government	Dean Cox Victor Iverson Gil Almquist
9	Andrus Transportation Services Inc. 3185 E. Deseret Drive St. George, UT	435-673-1566 andrustrans.com	250-499	General freight trucking, long-distance trucking	Jimmy R. Andrus
9	Washington City 111 N. 100 E. Washington, UT 84780	435-656-6300 washingtoncity.org	250-499	Local government	Kenneth Neilson
9	Captioncall 555 S. Bluff St. St. George, UT 84770	435-673-2385 captioncall.com	250-499	Interpretation services	*
9	Harmons 1189 E. 700 S. St. George, UT 84790	435-628-0411 harmonsgrocery.com	250-499	Grocery store	Kevin Bushnell
9	Family Dollar Distribution Center 4815 River Road St. George, UT 84790	435-688-6600 corporate.familydollar.com	250-499	Warehousing/retail trade	Casey Shirley
9	Costco 835 N. 3050 E. St. George, UT 84790	435-256-0003 costco.com	250-499	Retail warehouse club	Kerry Haden
9	Stephen Wade Auto Center 150 Hilton Drive St. George, UT 84770	435-222-7605 stephenwade.com	250-499	Automobile dealer	Jared Wade
9	Lin's Supermarket 2928 E. Mall Drive St. George, UT 84790	435-773-6800 linsgrocery.com	250-499	Grocery store	Jeff Rimer
9	Tuacahn Center for the Arts 1100 Tuacahn Drive Ivins, UT 84738	435-652-3200 tuacahn.org	250-499	Entertainment facility/ education	Jonathan O. Hafen
9	Red Mountain Resort 1275 Red Mountain Circle Ivins, UT 84738	435-673-4905 redmountainresort.com	250-499	Accommodations	Tracey Welsh
20	Litehouse Foods 239 Old Highway 91 Hurricane, UT 84737	435-705-7300 lighthousefoods.com	100-249	Food manufacturing	Ken Kaneversky Shelly Barker

DIXIE

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produce cloth. The enterprise required the construction of a mill and the installation of the necessary machinery. A site in modern-day Washington was selected because of nearby water power from the Virgin River. However, soon after, the Civil War ended, restoring the national cotton supply and the economics no longer justified growing cotton in Utah's Dixie.

But the community, new infrastructure and a hard-work ethic were here to stay.

Today, the cities and communities of Washington County are as diverse as the first settlers. Generations of early settlers have labored to build their legacies as well as the local economy. The county population has grown from 691 people in 1860 to an estimated 172,000 today.

Just as Brigham Young foresaw opportunity there in the 1860, others have recognized Dixie's unique potential throughout the years and have used thoughtful planning to guide the area's growth. In recent years, the area economy has been boosted by several influences, including a rapidly expanding state university, a technical college, year-round tourism opportunities, a regional airport and national housing trends like the "Great California Exodus."

Washington County is fast becoming Utah's year-round recreation capital. Tourism is thriving, thanks to the abundance and variety of nearby activities. Nearby Zion National Park attracts 4.3 million visitors each year, a number that jumped nearly 60 percent in the past decade. Currently, Zion ranks as the fourth-most-visited national park, ahead of Yellowstone (fifth) and Yosemite (sixth).

But it's not just Zion. In recent months, Utah's Dixie has solidly established itself as a contender for OHV and off-road vehicle recreation. Featuring warmer temperatures and drier weather, it's also less-crowded and more easily accessible than Moab. The Sand Hollow OHV area covers 15,000 acres of breathtaking scenery and desert life. Sand Hollow State Park is one of Utah's newest, supporting year-round activities, including national endurance competitions, bringing athletes in from around the world to compete and train. Snow Canyon State Park provides endless trails for wandering among sandstone dunes and cliffs, with some of the most beautiful scenery in the region. And the nearby state parks of Quail Creek and Gunlock reservoirs feature picturesque opportunities for camping, fishing and boating.

Small-business owners Bill and Michelle Ennis opened Washington

County's first water paddle sports shop in 2011, providing rentals at Gunlock Reservoir and Quail Creek Reservoir. Growth exploded at first, and has produced a predictable 15 percent to 20 percent growth rate in the most recent years, said Bill Ennis, selling goods and services to "residents, tourists and tourists who become residents." Similar success has been achieved by other small-business owners in Dixie, from dentists and graphic artists to restaurant operators.

The Dixie Metropolitan Planning Commission has projected substantial growth for the region, as people representing a broad demographic continue to relocate to Dixie. One of the many influences is the activity of the airport. Formerly located on top of a land-locked mesa above downtown St. George, the city airport was unable to grow. It was closed in 2011 and moved

to an empty plot of land several miles away. To promote additional growth and attract more regional flights, the airport changed its name to St. George Regional Airport. SkyWest Airlines is headquartered in St. George and operates from 10 national hubs, providing more than 2,200 flights per day. From the St. George regional airport, they've added connections to several international airports like Denver, Los Angeles and Salt Lake City, effectively connecting St. George to the world, with only one stop.

But perhaps the biggest economic boost of relocating the airport was the land it deserted. The city of St. George recognized the opportunity for redevelopment and worked to guide the creation of a long-term master plan for the abandoned airstrip overlooking the city. Dubbed the "Tech Ridge" development, the once-dark mesa now hosts

the new main campus of Dixie Technical College. One of the next parcels to develop is adjacent to the college and will be the new headquarters for two tech companies, earning the attention of other entrepreneurs and firms that are seeking lower operational costs and an improved work-life mix.

Throughout Dixie there are more than a half-dozen large, mixed-use developments in progress, including the explosive growth surrounding I-15's Exit 2.

In its relatively short history, Utah's Dixie has seen remarkable but sustainable economic growth. With vision, planning and leadership, it's positioned to be a foundation for regional growth for generations to come.

Chris Knoles is the director of marketing for Zwick Construction Co.. He's a descendent of John Stucki, one of the first settlers of Utah's Dixie.

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SALT LAKE CITY | IRVINE | ST. GEORGE

CEDAR CITY
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The university's Larry H. and Gail Miller Family Center for Entrepreneurship provides mentorship, monthly networking events, a lively entrepreneurship club and new programs in development. This gives students of all disciplines access to resources to start a business. This program has led to the creation of successful companies that are thriving in Cedar City, including online retailer Outdoor Vitals and a local outdoor gear retail and rental shop, Cedar Sports.

SUU has also developed an aviation program that is looking to fill a nationwide need for pilot training. Created in 2013, the program offers both fixed-wing and helicopter pilot training. Today, the program is train-

ing 10 percent of the nation's new helicopter pilots and a significant number of airplane pilots. Plans are already underway to create a new aviation maintenance technician program, set to begin next year. This program will mesh nicely with the state's Aerospace Pathways Program, which expanded into Cedar City in 2019.

The Aerospace Pathways Program started in the Davis and Granite school districts in Northern Utah in 2015, creating training programs that begin in high schools, advance to technical colleges, then provide on-site internship training at aerospace companies. In Cedar City, local company MSC Aerospace worked with Southwest Technical College, the Governor's Office of Economic Development and the Iron County School District to expand this program in Southern Utah to help train new employees for its Metalcraft

Technologies and SyberJet companies. Adding SUU's aviation maintenance technician program is a natural fit for this program.

Southwest Technical College is part of the state's system of technical colleges. It is headquartered in Cedar City and serves all of Iron, Beaver, Garfield and Kane counties with more than 20 accredited programs in fields of automotive, business, computer science, culinary arts, digital media, health professions, industrial maintenance and automation, professional truck driving and welding.

Students graduating from these programs are finding more and more opportunities to remain in the community as Cedar City's job creation continues to expand in many areas. New positions in healthcare, construction, information technology, manufacturing and business finance allow some stu-

dents to live in the community after graduation as Cedar City continues to grow at a rapid pace. In 2018, Iron County had the highest growth rate of any county in the state at 3.6 percent.

All this recent growth has inspired the Cedar City Chamber of Commerce to take the lead in a new community visioning program to help guide the path toward a healthy community identity for the next 30 years. Dubbed "Vision 2050," the chamber is working with community leaders to help ensure that the city continues to maintain its unique identity while the population is projected to double during that period. Efforts to protect historic parts of the community; to enhance the traditional downtown area; and to meet future needs of transportation, infrastructure, education, arts and culture, business, healthcare, etc., are being addressed through this program.

Looking ahead, Cedar City strives to find the best use of its assets to direct growth in a positive way. The Cedar City-Iron County Office of Economic Development is working with its committee of county, city, school district and water conservancy district leaders to ensure that its efforts are focused on a healthy future for the community, aiming to grow local companies, preserve community identity and to attract new businesses that bring higher-paying jobs.

The recent announcement that GOEX Corp. is expanding its operations from Wisconsin into Cedar City is an ideal example of this effort. The company will build a 120,000-square-foot facility in the 540-acre Port 15 Industrial Park, bringing 100 new jobs. GOEX joins Charlotte Pipe, Genpak, Bway/Mauser, WL Plastics, GAF and other plastics manufacturing companies that transport raw materials in via rail and ship out a variety of products – primarily to western U.S. markets.

Cedar City's growing, diverse economy and its vast opportunities for healthy expansion make this community an example of how economic success along the metropolitan Wasatch Front can also be achieved in Utah's outlying rural communities. The designation of two qualified Opportunity Zones in Iron County, the potential to develop a rural spoke of the Utah Inland Port and the development of thousands of acres of solar electricity facilities add even more elements to this successful equation.

Cedar City's business future is certainly bright.

Danny Stewart is the director of economic development for Cedar City and Iron County. He also serves as a member of the boards of directors for the Cedar City Chamber of Commerce and Southwest Technical College.

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