

OF NOTE



Sedans losing out to SUVs

GM announced last week that it is halting production of six less-popular models in a cost-cutting move. All six are traditional sedans, led by the Chevrolet Impala, which was first produced in 1958. Others on the chopping block are the Chevy Cruze, Buick LaCrosse, Chevy Volt and Cadillac CTS and XTS models. All six models will be gone by the end of 2019.

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State and local dignitaries, including U.S. Sen. Orrin Hatch, joined former Vista Outdoor CEO Mark DeYoung in 2016 at a ribbon-cutting marking the opening of the company's spacious new global headquarters in Farmington. In November, Vista quietly closed down the facility and moved management operations to other company offices in Minnesota and Virginia.

A Utah company no more: Vista Outdoor quietly pulls out of state

John Rogers
The Enterprise

In stark contrast to the fanfare with which Vista Outdoor opened its luxurious Farmington headquarters in 2016, the company has quietly idled its Utah corporate workforce of 70 and closed the office. Management operations formerly undertaken in

Utah are now split between corporate offices in Anoka, Minnesota, near Minneapolis; and Arlington, Virginia.

Vista CEO Chris Metz announced the decision to move its headquarters during the company's quarterly earnings conference call for stock market analysts in No-

see VISTA page 18

GOED OKs grant to help areas apply for opportunity funding

Brice Wallace
The Enterprise

Utah communities looking to tap into a new federal economic development program soon will get some help.

The Governor's Office of Economic Development (GOED) has issued a request for proposals for a consultant or consulting service to perform planning associated with an Opportunity Zone program aimed at boosting economies in economically distressed areas. At a recent meeting, the

GOED board approved an economic opportunity grant of up to \$200,000 from the Industrial Assistance Fund for a consultant to work with communities where zones exist to help them with outreach, communication and promotion of their zones.

The request for proposals was issued in November and GOED hopes to have a vendor selected by the end of December.

Forty-six zones have been designated in Utah, including 19 in rural Utah.

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Utahns indicate confidence with shopping plans

Utah's consumers are approaching the holidays with economic optimism. According to Zions Bank Utah Consumer Attitude Index (CAI) survey for November, more than 70 percent of Utahns plan to spend as much or more than last year on their holiday shopping and that's good news for the state's retailers.

A little more than half (50.7 percent) of holiday spending is expected to be done online, compared to 44.5 percent at brick-and-mortar stores. And Utah households plan to spend an average of nearly \$1,100 on holiday shopping this year, the survey found.

Overall, the CAI remained unchanged from October to November at 120.5. Year-over-year the CAI decreased by 3.9 points compared to November last year. Meanwhile, the national Consumer Confidence Index decreased 2.2 points to 135.7 in November.

The Utah Present Situation Index, a sub-index of the CAI, increased 2.6 points to 133.7 while the Utah Expectations Index dropped 1.8 points to 111.7. Utahns' sentiment remains highly positive, with 64 percent believing business conditions are good, the highest level recorded since Zions Bank began tracking the CAI in 2011. Similarly, sentiment on current job availability is nearly as positive as it has ever been, with 63 percent of Utahns feeling jobs are plentiful.

The year-over-year drop in the Expectations Index is due largely to a stabilizing of Utahns' expectations regarding future business conditions; 26 percent feel business conditions will improve, 6 percent less than in November 2017. Similarly, more Utahns are feeling that household income and job availability will remain the same in the coming months as compared to those who feel that conditions will improve.

Utahns are also anticipating a tempering of housing prices, while 53 percent feel housing prices will increase over the next 12 months. That is the lowest percentage since December of 2015.

"Utahns tend to be both grounded and optimistic," said Scott Anderson, Zi-

see CAI page 18



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An artist's concept drawing shows the new Senator Orrin G. Hatch Center for Proton Therapy to be built at the south end of the Huntsman Cancer Hospital on the campus of the University of Utah.

Huntsman to open region's first proton therapy unit

Construction has begun on the region's first proton therapy center at the Huntsman Cancer Institute (HCI) at the University of Utah. Being built at the south end of the HCI Cancer Hospital, the center will be named in honor of U.S. Sen. Orrin G. Hatch.

The \$31 million, 7,450-square-foot addition at the HCI campus will be the first proton therapy center in the Intermountain West. Proton therapy is a type of radiation therapy for cancer that delivers beams of radiation to shrink a tumor. Approximately half of all cancer patients receive some type of radiation therapy as part of their cancer treatment. Proton therapy delivers a specialized type of radiation and is the favored approach for many tumors in and around vital structures, such as the spinal cord and brain stem. It is also the preferred treatment for certain childhood cancers.

The naming of the center was provided by a \$10 million gift from the Huntsman Cancer Foundation (HCF).

"Sen. Hatch has been a stead-

fast supporter of Huntsman Cancer Institute since Day One," said Peter Huntsman, chairman and CEO of HCF. "Sen. Hatch's support completely changed the landscape for cancer care in our region. Thus, we think it is most fitting to name in his honor this new center that will provide a critical new resource to patients in our region." Zions Bank also provided a contribution to the naming of the center.

Currently, the proton therapy centers nearest to Salt Lake City are located in southern Arizona and southern California, approximately a 10-hour drive away. Patients who are given proton therapy may need a treatment course that occurs five days a week and spans four to eight weeks.

"This new treatment space is essential to HCI's continuing commitment to serve cancer patients and provide them access to the most state-of-the-art care," said HCI CEO Mary Beckerle. "As we take this major step forward for cancer patients in the region, we also reflect on the incredible commitment of people like the Hunts-

man family and Sen. Hatch who have been dedicated advocates for people affected by cancer."

The center will provide an opportunity for Utah to participate in advancing research and training related to radiation therapy. "We are grateful for the decades of support Sen. Hatch has provided to cancer research and care and are enthusiastic about innovative treatments made possible in this facility," said Ruth Watkins, UofU president.

The center is projected to serve up to 200 patients a year when it is fully operational, HCI said in a release.

"The Senator Orrin G. Hatch Center for Proton Therapy will augment the therapies already available at HCI and provide the newest radiation technology to patients from Utah and the surrounding region, many of whom now travel out-of-state to receive this treatment," said Dr. Dennis Shrieve, HCI radiation oncologist and professor and chair of radiation oncology at the university. It is anticipated to begin treating patients in fall 2020.

Port Authority Board ready to name interim administrator

The Utah Inland Port Authority Board is close to naming an interim administrator, according to a report from the board of its meeting last week. After reviewing applicants in closed session, the board directed board Chair Derek Miller to discuss the position with one applicant who will be given final approval by the board in an upcoming public meeting.

While the search for an interim administrator is coming to a close, the board continues its search for a full-time executive director. At the meeting, the board was briefed by Craig Sabina, a principal consultant with McDermott & Bull Executive Search, on the timeline for hiring the executive director as well as the process by which the search will take place.

The Inland Port board also reviewed proposals to provide legal support for the body. The board did not make a final decision on

the selection and tabled the search for further review. The board will revisit the hiring of legal counsel at the next public board meeting.

"As I've said before, the first step in creating a successful project is building a successful organization and this can only be done through careful planning and informed decision-making," said Miller. "The steps forward made today in hiring legal counsel and advancing the search for an executive director will ensure the Inland Port grows in a smart, sustainable way that benefits the community and propels Utah forward as a center of commerce for the western United States."

The Utah Inland Port Authority Board operates under authority of a law passed by the 2017 Utah Legislature creating the board to pursue the establishment of a massive freight-handling facility in Salt Lake City's Northwest Quadrant.

Sunroc buys Tri-Country Concrete

Sunroc Corp., a construction services company based in Salt Lake City that is a subsidiary of the Clyde Companies group of construction-related businesses, has acquired Roosevelt-based Tri-Country Concrete. Sunroc said the acquisition will amplify its current service area in Utah, making the company among the largest sand and gravel, ready-mixed concrete and construction service companies in Utah.

Tri-Country Concrete is a supplier of construction aggregates and ready-mixed concrete servicing municipalities, contractors and do-it-yourselfers in Duchesne, Uintah and Daggett counties. With nearly three decades of operations, Tri-Country Concrete

is a well-respected, quality-driven organization with a reputation for customer satisfaction, Sunroc said.

"We are pleased to have Tri-Country join Sunroc," said Russell Leslie, vice president of construction materials for Sunroc. "Their commitment to provide quality construction products and services in the Uintah Basin makes this partnership a natural fit for Sunroc, and we are proud to welcome their employees to the Sunroc team."

Tri-Country Concrete's employees will continue in their current positions with Sunroc and Clint Gardner will continue as operations manager for Sunroc in the Uintah Basin. The deal was effective on Nov. 19.

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UofU's TVC partners with Protecs to launch incubator at Research Park

The University of Utah's Center for Technology and Venture Commercialization (TVC) has signed a memorandum of understanding with construction management company Protecs to manage a tech company incubator in the university's Research Park. TVC will provide programming for the incubator, as well as comprehensive startup support

services for TVC licensees. This will be the first freestanding incubator with wet laboratory space in Utah. Wet laboratories are defined as space where chemicals, drugs or other material or biological matter are tested and analyzed requiring water, direct ventilation and specialized piped utilities.

"TVC licenses technologies to a number of startups each

year and one of the greatest challenges for most of them — especially life science companies — is finding affordable lab and office space," said TVC Executive Director Keith Marmar. "Removing this obstacle will greatly accelerate their growth and allow them to bring their innovations to market with greater support."

The incubator will be de-

signed, constructed and managed in partnership with Protecs, a designer/builder for high-tech industries. Chris DiPaolo, president of Protecs said, "We are delighted to expand our presence in the Salt Lake region through this exciting partnership with TVC. Building on our existing scientific accelerators in the Northeast, we look forward to helping Utah-based companies thrive within the University of Utah's existing and robust innovation ecosystem."

According to research conducted by the National Business Incubation Association, companies fostered in an incubator are twice as likely to succeed as those that do not receive similar support. TVC's Startup 360 initiative will offer the resident companies an array of programs for each facet of their early growth, including introductions to experienced entrepreneurs and investors and a full suite of support services.

The 8,000-square-foot facility will include wet labs, co-working space, offices and multi-function rooms to accommodate the infrastructure and programmatic needs for new and emerging companies. The building also offers opportunities for expansion over the next several years.

"Launching our incubator represents a significant opportunity to continue to embrace the core vision and mission of Research Park as the center for in-

novation and job creation in the state," said Jonathon Bates, executive director of real estate administration for the university. "As we celebrate the 50th anniversary of the establishment of Research Park, our focus on the next 50 years will be supported by a forthcoming updated master plan that will embrace a vibrant mixed-use district with innovation at its core."

The TVC incubator is currently in design and expected to open in the second quarter of 2019.

The Center for Technology and Venture Commercialization is dedicated to helping the University of Utah's faculty inventors bring their innovations to market. TVC is responsible for all aspects of invention management, patent prosecution, licensing, startup formation and support, equity management and early-stage funding.

Jackman takes reins at Alzamend Neuro Inc.

Salt Lake City-based Alzamend Neuro Inc. has announced that it has appointed biotechnology veteran Stephan Jackman as its CEO. Jackman has over 20 years of multi-industry experience in administration, business and product development, marketing, project and program management



Stephan Jackman

and strategic planning, according to a release from Alzamend.

Alzamend Neuro develops and markets immunotherapeutic treatment and vaccines for Alzheimer's disease.

"The company believes (Jackman) will provide Alzamend a dynamic blend of bio-pharma experience and corporate leadership to navigate the challenges commonly faced by a developmental biotech company as it pursues the commercialization of its two therapeutic patented solutions for Alzheimer's disease," the statement from Alzamend said.

"I am committed to leading this visionary team of scientists and strategic partners to bring novel treatments to the 5.7 million Americans afflicted by this devastating disease," said Jackman. "At Alzamend, we are very familiar with the emotional, physical and economic impact of Alzheimer's, since a few of our team members are caregivers to loved ones living

with the disease."

Jackman has held leadership positions at Novartis Pharmaceuticals Corp., L'Oreal USA, SBM Management Services and Family Intervention Services. Prior to joining Alzamend Neuro, Jackman was the chief operating officer of Ennaid Therapeutics, a biopharmaceutical focusing on cures for mosquito-borne infectious diseases, such as Zika and Dengue viruses.

Milton Ault III, founder and executive chairman of Alzamend, said, "We are very excited about the appointment of Mr. Jackman as our CEO. Our company is committed to supporting the full product development life cycle of treatment and cures for Alzheimer's disease and Alzamend is now at the doorstep of the next very important step, FDA registration and application to conduct human clinical trials."

Jackman earned an M.S. in management and a B.S. in mechanical engineering from the Stevens Institute of Technology.

Erickson named CEO at new Summit Vista

Investors in a new Taylorsville life plan retirement community have named Mark Erickson chief executive officer and Kelly Ornborg chief marketing officer. Both executives will retain their managing director titles and continue to function in their current roles.

Erickson, who has led Summit Vista during the development stages since 2015, has developed senior housing and healthcare entities internationally.



Mark Erickson

A leader in marketing Summit Vista to potential residents and their families, Ornborg will continue to promote its benefits and features while handling logistical management with new residents. She has 15 years of experience in the industry.

"We are extremely confident in both Mark and Kelly in these new roles," said Karl Frey, executive vice president of iStar, one of three Summit Vista investors. "They've not only proven themselves in successfully opening a massive unit that Utah has not seen before, they have applied vision that allows Summit Vista to continue to provide excellent accommodations for older adults who want a better way to live."



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'Utah 100,' 'Elite' & growth lists released

The MountainWest Capital Network recently named its Utah 100, top revenue growth company and Emerging Elite lists.

The 24th annual Utah 100 awards program was held at the Grand America Hotel in Salt Lake City. Each year, the MWCN recognizes Utah's 15 largest revenue companies, 100 fastest-growing and a select list of newer "Emerging Elite" companies. Emerging Elite are selected from companies with less than five but more than two years of operation that show significant promise for future success.

The list of the Utah 100 was announced in August, with the recent program announcing the rankings of those companies. The Utah 100 are ranked based on the percentage of revenue increase of each company between 2013 and 2017.

"We congratulate all of this year's Utah 100 companies for building outstanding businesses and making strong contributions to Utah's economy," said Reed Chase, chairman of the MWCN Utah 100 committee. "These companies further advance Utah's standing as an excellent place to do business."

The Utah 100 are, in order:

Signs.com, Purple, Teem, GoReact, Inside Real Estate, American Business Brokers, Incorporate Massage, Baby Bling, Foursight Capital, Elite IT Partners Inc., eAssist LLC, Health Catalyst, Assure Services, Osmond Marketing, Shopper Approved, Disruptive Advertising, fore-UP Golf Software, Firetoss LLC, SimpleNexus, Spark Innovation LLC (dba FiberFix), Weave, Firefly Automatrix Inc.,

Streampage, Lucid, Collective Medical Technologies Inc., Spilt Ink SLC LLC, Mac Warehouse LLC, Auric Solar, Visible Supply Chain Management, Intermountain Nutrition, Advice Media LLC, Klymit, 1 Source Business Solutions, HZO Inc., YipTel, Easy Storage Solutions, ObservePoint, Utopian Luxury Vacation Homes, CircusTriX Holdings LLC, ProdataKey Inc., Jane, Instructure, Pluralsight, Zarbee's Inc., Malouf, Legacy Tree Genealogists Inc., National

MedTrans,

Clear Home Inc., Spring Mobile, Four Foods Group, Abode LLC, Western Peaks Logistics, Peak Capital Partners, Big Leap, Freeus, First-Mile, Walker Edison, Onset Financial, Creminelli Fine Meats, Alpha Warranty Services, Landmark Home Warranty, Bonneville Builders, inWhat-Language, eLearning Brothers, Strong Connexions, Foresight Wealth Management, HealthEquity, OptiCat LLC, OnSite Care Inc., Alpine Companies Inc., Blue Eye Corp.,

Beauty Industry Group, Workfront, Solution-reach Inc., Connexion Point, Flexpoint Sensor Systems Inc., Nanoheal, G&A Partners, DFIG Investments Inc., 97th Floor, Method Communications, Executech, SOS Support, Unforgettable Coatings Inc., Dash2 Group, Black Clover Enterprises LLC, Launch Leads, WEBB/360 Scenery, Conservice LLC,

Meridian Restaurants Unlimited LC, ApplicantPro, Cents of Style, Prestman Auto, All Filters LLC, Lawn Butler, Med Way Medical, Salt Lake City Bookkeeping, Traeger Grills, Xyngular and BKA Content.

The 2018 Top Revenue Growth Companies have the largest dollar amount of revenue growth for the five-year period of 2013-2018 and may or may not be included in the Utah 100. They are:

Vista Outdoor Inc., Layton Construction Co., Zions Bancorporation, Extra Space Storage Inc., Spring Mobile, Overstock.com Inc., Young Automotive Group, Vivint Smart Home, USANA, Zagg Inc., Merit Medical Systems Inc., Visible Supply Chain Management, Malouf, Purple and Sportsman's Warehouse.

The 2018 Emerging Elite are, in alphabetical order:

Acima Credit, Aptive Environmental, Blue Raven Solar, Cascade Stucco & Exteriors, Cascata Packaging LLC, Divvy, Homie, iServe Products Inc., Kualu, LGCY Power, Podium, Rags Apparel LLC, RiskRecon Inc., Secuvant LLC, SmartShyp, SureCan Inc., Taft, The Other Side Academy, Trackingfirst and Xvoyant.

Rust Coin charged in \$170M silver buying Ponzi scheme

The Division of Securities of the Utah Department of Commerce has joined the U.S. Commodity Futures Trading Commission (CFTC) in filing a joint civil enforcement action against Gaylen Dean Rust and Rust Rare Coin of Layton charging the precious-metals dealer with defrauding at least 200 individuals from Utah and at least 16 other states, in a \$170 million Ponzi scheme.

Filed in U.S. District Court in Salt Lake City, the complaint alleges that the fraud started in May 2013 and is ongoing. In the first eight months of 2018, the charges state Rust received at least \$42 million from investors in a pool that purportedly bought and sold silver. Rust and his company also attempted to solicit new investors to the pool as recently as Oct. 8.

On Nov. 15, U.S. District Court Judge Tena Campbell entered a restraining order freezing the assets of the defendant and ordered the inspect of all relevant records of Rust and his company. The court also appointed Jonathan O. Hafen as a temporary receiver to take control of Rust Rare as well as the assets of Rust.

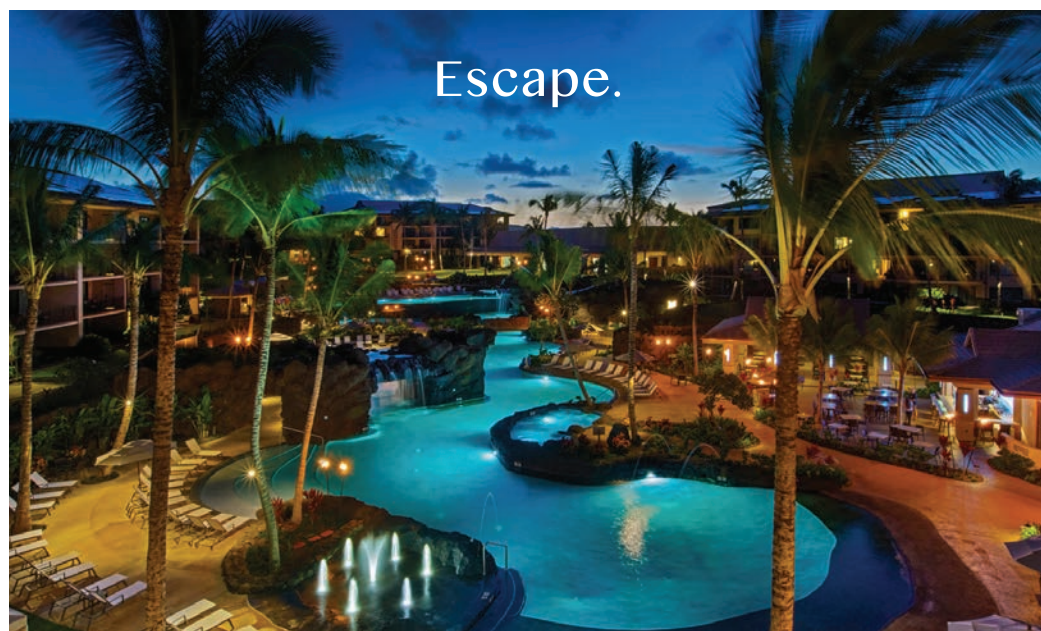
"As alleged, for at least a decade, the defendants defrauded their friends, customers and business associates out of more than \$170 million," said James McDonald, director of enforcement for CFTC. "The defendants allegedly concealed their fraud with false account statements and Ponzi payments. However, their scheme was brought to light

through the combined efforts of the CFTC and our law enforcement partners. This is yet another example of the CFTC's commitment to coordinate with our law enforcement partners both to protect our markets from fraud and to ensure that wrongdoers are held accountable. I'm grateful to the Utah Department of Commerce, Division of Securities and Utah's attorney general and their staffs for their assistance in this matter."

According to the complaint, Rust tricked investors into believing that he and his company were pooling investor money for the purpose of entering into contracts of the sale for silver. The defendants told investors and prospective investors that they would sell silver held in the pool as market prices rose and buy silver for the pool as market prices fell, thereby increasing the amount of silver held in the pool, as well as the value of each investor's share in that pool.

But law enforcements said the silver pool was a sham. Rust told investors that by trading silver in this manner, they generated extraordinarily high profits, averaging 20 percent to 25 percent per year and sometimes as high as 40 percent per year or more. Rust provided investors with false account statements that showed every trade made by the defendants as being profitable. The defendants also told investors that the pool possessed approximately \$77 million to \$80 million of silver, which was stored at Brink's Inc. depositories in Salt Lake City or Los Angeles, even though the defendants never purchased and stored anything approaching that amount at Brink's.

According to the complaint, Rust did not use contributions from investors to purchase silver. Instead, he used the funds to make payments to other investors in the manner of a Ponzi scheme, transfer money to other companies he owned and pay personal expenses.



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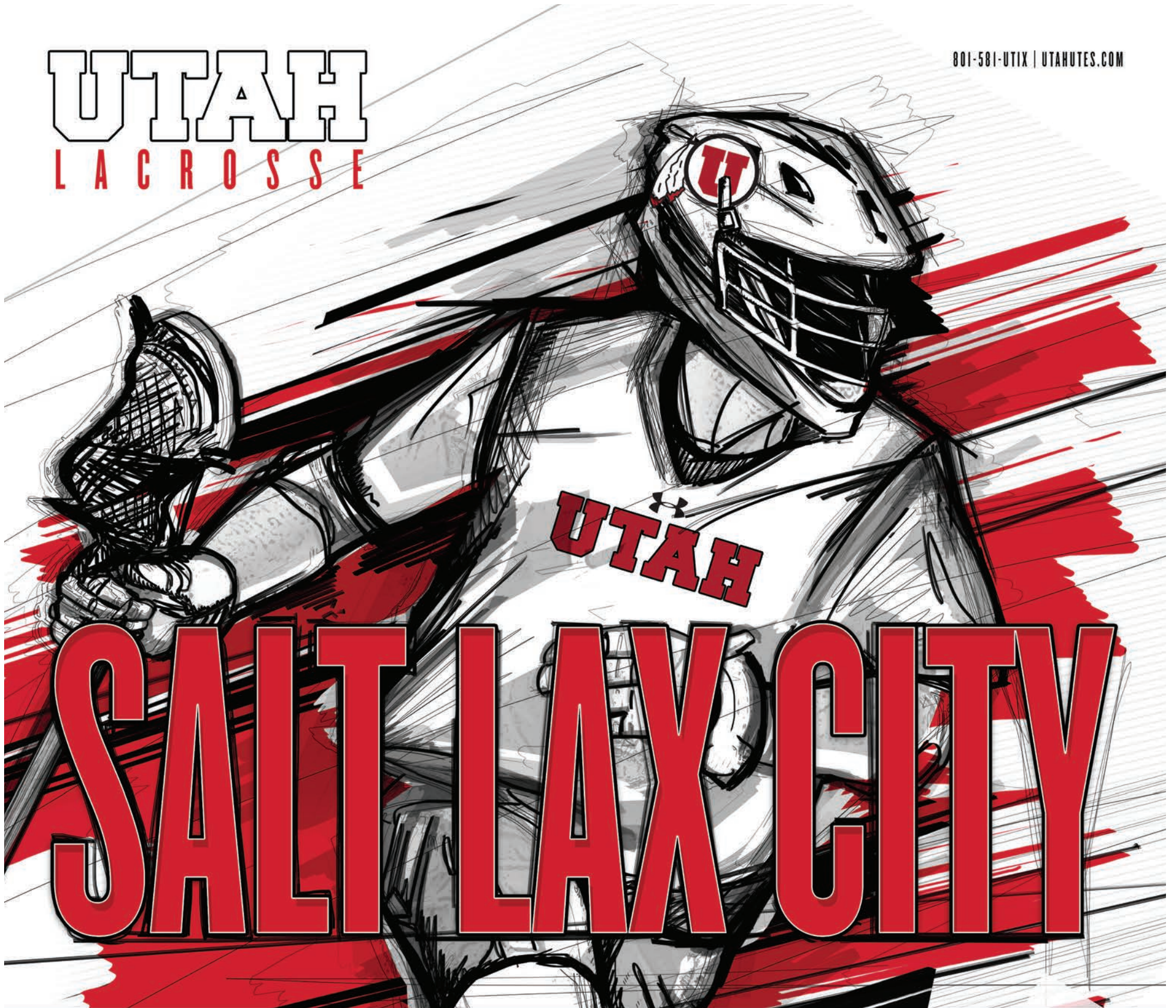
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2019 INAUGURAL SEASON

Business Tech

Don't let the spirit of the season make you let down your cyber awareness

'Tis the season for the holiday shopping.

As temperatures begin to drop, the weather isn't the only thing that is frightful. Use these cybersecurity tips to avoid falling victim to spyware, ransomware, hackers and other Grinch-like things.

Just because you're on holiday break doesn't mean your cyber awareness should be, too. It is estimated that over 58

percent of all holiday shopping will be done online this year. With the additional free time, holiday parties and family travel, there are plenty of opportunities for cybercrimes to take place.

Phishing with Friends

We all turn to social media to wish family and friends a Merry Christmas and Happy New Year. Unfortunately, social media sites have become a cesspool for targeted phishing attacks. Take extra precaution when accepting friend requests from people you haven't spoken to in years. Verify who they are by reviewing their info. You can ask questions that only they would know, but never give out personal information to any-

one that you don't really know.

Season's Greetings with a Twist

We all have that crazy aunt who loves to send animated e-cards that invite you click a link to view her cat's head cropped onto an elf's body singing and dancing to "Jingle Bells." Be wary, as not all of these emails are sincere. Cybercriminals have been using these for years, disguised as holiday cheer, but plagued with viruses and spyware. Ensure you take extra care before opening file attachments and clicking on random URLs.

Backup Data Before Travel

I know I often stress the importance of having backups in place. There is logic and reason behind it. Please don't be the person who not only got click-happy — opening all the e-cards, and downloading malware — but also the person who fails to back up his or her data on a regular basis. Without a backup of your data, once compromised, your data is gone! Almost all devices have

backup capabilities, whether it is your mobile phone, laptop, tablet or PC at home.

Another reason to back up your data is there is a chance that you lose or misplace your device while traveling. New York's LaGuardia Airport's lost and found has over 70,000 unclaimed devices alone. The number of devices not turned in by honest people is unknown. This is a segue for our next tip.

PII and Sensitive Data

You should always limit the amount of sensitive or personal identifiable information (PII) you keep on your mobile devices. This is even more relevant when traveling. If it is not a necessity to have the info with you at all times, remove it from your devices. Better yet, if you must have access to sensitive data during travel, invest in a virtual private network (VPN) setup to securely remote into your server to access the data required, keeping it off your devices and out of reach of cyber-criminals.

Shop Wisely

I love a good deal as much as the next person, but it is important to know where you are shopping

and sharing your information. Double-check that the website is secure. If a site is not secure, your payment information is sent across the Internet clear as day, waiting for anyone with the capability to grab it. Secure websites encrypt payments to ensure your information is safeguarded during the purchase. In general, websites will display a padlock icon by the URL. If it is secure, the padlock is shown as locked. If it is not secure, the padlock will be open.

Most websites also require you to create an account before making your first purchase. Ensure you use a unique password when creating your account. Don't use the same password as your email or bank account. All passwords should be unique and tied to only one account. If an account gets hacked, the thieves will use that same login information to try and log in to every account associated to your name.

Don't Shop on Public Wi-Fi

I get it, you're stuck at the airport or train station and to be more efficient, you use this time to hop on the public Wi-Fi to do some last-minute shopping. Stop! Remember our previous tip about

using a VPN? Shopping on a public network is never a good idea. Hackers can sniff the network and grab data to look for login information, credit card numbers and much more.

Be Wary of Unknown Websites

When it's crunch time to find the unobtainable Christmas gift, like last year's Hatchimal shortage, be wary of unknown websites that are offering these items, usually at a lower price than standard. There are a lot of reputable independent resellers out there, but there are also a lot of scammers trying to lure you in. Take the extra steps to research the company before submitting payment.

Here's the bottom line: Those in IT are often looked at like a Scrooge, but cybercrime doesn't take a break during the holiday season. Neither should your cyber awareness. Keep these tips in mind as the year comes to an end to ensure a safer holiday and a secure New Year.

David Black is the director of business development for Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.



DAVID BLACK



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SBA has plenty of help for America's vets wanting to get into business

Recently, Pres. Trump highlighted the importance of our nation's veteran entrepreneurs and provided the U.S. Small Business Administration (SBA) with the donation of his second-quarter salary that will go toward helping our nation's veterans transition from military service to small-business ownership. Specifically, the funds will assist the SBA with creating a seven-month intensive entrepreneur training program for veterans.

Veteran entrepreneurs continue to be a driving force in our economy. Nearly 10 percent of all American businesses today are owned by a veteran, collectively employing 5 million workers and generating \$1.1 trillion in receipts. Each year, the SBA is proud to assist thousands of vet-

erans, reservists, members of the National Guard and service-disabled veterans to start, grow and expand their small businesses.

Pres. Trump understands the needs of our nation's small businesses and he is committed to strong policies that promote meaningful and innovative economic growth. Working in collaboration with our government and community partners, the SBA plays an important role in supporting service members as they exit the military and become entrepreneurs. Whether you are a transitioning service member, National Guard and Reserve member, or a military spouse, the SBA is here to assist you with business training and education, access to capital and federal contracting opportunities.



DAN NORDBERG

Over the years, I have had the privilege to talk with numerous veterans about ways they can translate their military careers to the private sector. Utah is home to more than 140,000 veterans and many of them see entrepreneurship as a way to make a good living and support their families. Historically, veterans have been more likely to start a small business than non-veterans. Nearly 19,000 Utah veterans have made the jump to small-business ownership. In many cases, the SBA worked in partnership with the veteran to help them find the financing and training they needed to make their dream of entrepreneurship a reality.

The key to business success is knowing what to do and how to do it. The SBA's resource partners train and assist thousands of Utahns each year. Our training and counseling services include a Veterans Business Out-

reach Center, 15 Small Business Development Centers, Women's Business Centers in Salt Lake City and St. George, as well as a statewide volunteer network of executive mentors known as SCORE. The SBA's Office of Veteran Business Development also has a comprehensive website with online business plans and other critical information for starting a business, located at www.sba.gov/vets.

One of the most successful initiatives the SBA has developed to assist transitioning military personnel is the Boots to Business program. Boots to Business is a two-step entrepreneurial training program offered by the SBA as a training track within the Department of Defense's Transition Assistance Program (TAP). This program has become a tremendous success at multiple military installations across Utah. Boots to Busi-

ness was so successful that we opened up a new training opportunity to veterans already in the workforce called Boots to Business Reboot. Boots to Business Reboot brings the Boots to Business curriculum off installations and into communities for veterans, members of the National Guard and Reserve and military spouses.

Veterans are integral to the growth of America's small businesses and we celebrated that relationship last month with Veterans Small Business Week, a week set aside to honor our veteran entrepreneurs and the contributions they make to our thriving economy.

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



What We Do:

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

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- 1,472 Hours of Crisis Therapy
- 14,702 Nights of Safe Shelter



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Industry Briefs

Industry Briefs are provided as a free service to our readers. Company news information may be sent to brice@slenterprise.com. The submission deadline is one week before publication.

ARTS/ENTERTAINMENT

• The **Salt Lake City Arts Council** has opened **Finch Lane Gallery**, 54 Finch Lane, Salt Lake City, for the 35th annual **Holiday Craft Market**. The market features work by a variety of Utah artists and includes jewelry, ceramics, textiles, artwork, prints and letterpress items, art glass, holiday decorations, items for the home, and artisan foods. It will be open daily through Dec. 19.

ASSOCIATIONS

• The **Utah Technology Council** has moved its headquarters to 13693 S. 200 W., Suite 120, Draper. It previously had been at 2755 E. Cottonwood Parkway, Suite 500, Salt Lake City.

BANKING

• **Bank of Utah** has hired **Dirk Samson** as a personal trust officer in Ogden and Salt Lake City. Samson has 20 years of experience in trust services, most recently serving the past year as the trust relationship officer at Greenleaf Trust. He previously was the vice president and senior fiduciary officer at Zions Bank for seven years, vice president and senior trust officer for PNC, trust officer and investment manager at Chemical Bank, and trust and institutional sales officer at Fifth Third Bank.



Dirk Samson

• **Mountain America Credit**

Union, Sandy, has announced it will have a new branch at 495 N. Station Parkway, Farmington. A ribbon-cutting took place Nov. 30 and a grand opening celebration is expected to take place in the spring. **Lindsay Hymas** will be the Farmington branch manager. Hymas has worked in the financial services industry for 15 years. **Mountain America** has more than 90 branches in five states and more than 50,000 ATMs.



Lindsay Hymas

CONTESTS

• **Silicon Slopes** has announced a **\$250,000 Startup Competition**. The application deadline is Dec. 21 at 11:59 p.m. The winner will receive a \$250,000 investment from **Peak Ventures**. Applicants must have raised less than \$1 million in venture funding. Local investors will screen each applicant and determine whether they qualify and if they should advance to the preliminary rounds, which take place in January as stand-alone events at Silicon Slopes headquarters. Preliminary-round judges are members of the Peak Ventures team and CEOs selected by the firm. Each of the four preliminary-round events will feature eight startups selected during the screening process. The competition finale takes place Jan. 31 at Silicon Slopes Tech Summit 2019. Details are at <https://www.siliconslopes-summit.com/competition>.

CORPORATE

• **Vista Outdoor Inc.**, which has operations in Utah, has completed the refinancing of its exist-

ing senior secured credit facilities by replacing those facilities with a new asset-based revolving credit agreement and term loan credit agreements. The new credit agreements provide for a \$450 million revolving credit facility, a \$109.3 million term loan, and a \$40 million junior term loan. Vista Outdoor used the proceeds from initial drawings on the revolving and term loan to pay off existing term loans and revolving credit facility borrowings. Future borrowings under the amended revolving credit facility will be used for general corporate purposes. Vista Outdoor designs, manufactures and markets consumer products in the outdoor sports and recreation markets.

EDUCATION

• **Western Governors University**, Salt Lake City, has hired **David Morales** as chief information officer and senior vice president of technology. He will lead IT across divisions and play a key role in shaping WGU's education technology agenda, including product management, design, development, cloud services, operations and technical support. Morales has more than 15 years of experience leading innovative global IT teams, including more than eight years at Walmart, where he most recently served as senior director of engineering for the Information Systems Division. Prior to joining Walmart, Morales served in leadership roles with Anamarc College and Altep in El Paso, Texas, with early development experience at Knowlysis and NASA.

GOVERNMENT

• The **City Library** has hired **Quinn Smith** for its newly created role of assistant director of marketing and communications. The City Library consists of a main library and seven branch libraries with a staff of over 300. Smith will lead all marketing, communications and external relations for the City Library and will provide leadership helping to advance the library's mission. Smith most recently was a marketing manager at Salt Lake Community College, where she



Quinn Smith

was responsible for marketing all institutional events, the School of Arts, Communication and Media, and the Grand Theatre.

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PHILANTHROPY

• **Boeing** is granting the **Utah STEM Foundation** \$75,000 to support the **Utah STEM Action Center** in launching the "Utah STEM Collective Impact" study. The study will focus on the impact of STEM (science, technology, engineering and math) education efforts to prepare Utah students for entry into STEM careers while also gauging their bearing on the state's long-term economic growth. Boeing's contribution will allow the Action Center to expand its collaborative work with existing partners, including Davis School District and the Utah Education Policy Center, to measure impacts of STEM education efforts.

• **Silicon Slopes** has announced a new campaign,

that will become the home for all of Silicon Slopes' giving-back activities. Its first initiative is partnering with **Feeding Children Everywhere** to provide 1 million meals to hungry kids in need. Each dollar donated will provide eight healthy meals for families in need and will be matched by **Latter-day Saint Charities** up to \$50,000. A service event at the Silicon Slopes Tech Summit (Jan. 31-Feb. 1) will focus on meal packaging and preparing them for delivery.

• **Mountain America Credit Union** and the **Utah Jazz** have announced that **Big Brothers Big Sisters of Utah** is this season's first recipient of "Pass It Along," a program featuring fan-nominated opportunities that reward five local charitable organizations with \$5,000 each. The "Pass It Along" program has donated \$130,000 to local charitable organizations since its inception in 2013. Fans are encouraged to nominate local charitable groups that they feel go above and beyond in giving back to the community via www.utahjazz.com/passitalong. One winner will be announced each month through March. Also, Mountain America has partnered with **BYU Athletics** to help fund humanitarian services and programs. The credit union committed to donate \$500 for each field goal made by BYU football and \$50 for every three-point basket made by BYU men's basketball during the 2018-2019 season.

see BRIEFS next page

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Industry Briefs

from previous page

The credit union recently presented \$6,000 to the American Red Cross as part of the football commitment. Mountain America also teamed up with the **Humane Society of Utah** to save 140 homeless pets over Thanksgiving weekend. As part of the "Fall in Love Adoption Special," the credit union paid pet adoption fees at the Humane Society of Utah on Nov. 23-24. During the two-day event, nearly all animals at the Humane Society of Utah were adopted.

REAL ESTATE

• **Monaco Apartments**, a 247-unit multifamily complex in Millcreek, has been sold by **Gelt Inc.** to **Bridge Investment Group**. Financial terms were not disclosed. The sale was announced by **Marcus**

& Millichap. Shin and Brock Zylstra, vice president of investments, represented Gelt, a Los Angeles-based real estate investment and asset management firm, and procured Bridge Investment Group.



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• **Security National Financial Corp.**, Salt Lake City, has announced two new leases of about 43,000 square feet for its Center 53 development in Murray. The entire sixth floor has been leased by an unnamed publicly traded national credit tenant. A portion of the first floor has been leased by **Zwick Construction Co.**, which has built construction projects in 11 states and two foreign countries.

SERVICES

• **Key Investment Services LLC (KIS)** has named **Mark Williamson** as senior vice president and sales manager for its Colorado and Utah markets. He will be responsible for oversee-



Mark Williamson

ing a regional team of financial advisors to help clients meet their investment goals. Williamson's financial services career spans more than 18 years in the securities industry. He joined KIS as a financial advisor in 2006 and eventually served as a vice president in KeyBank's Portland, Maine, region.

VENTURE CAPITAL

• **Signal Peak Ventures**,



Ben Dahl

a Salt Lake City-based venture capital firm, has hired **Ben Dahl** as a managing director. Dahl has experience as a venture capitalist, entrepreneur and attorney, most recently serving as a partner at Pelion Venture Partners.



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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. 4-5

SSTI 2018 Annual Conference, a gathering of policymakers and practitioners from federal, state and local government, non-profits, investors and higher education in the country. Host partner is the Utah Science Technology and Research Initiative (USTAR). Theme is "Navigating the New Innovation Landscape." Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$575 for members, \$725 for nonmembers. Details are at <https://2018.ssticonference.org/>.

Dec. 4 and 6

"Holiday Mindfulness for Professionals," a Utah Valley University event aimed at helping people deal with elevated stress levels during the holidays. Location is Utah Valley University Thanksgiving Point Campus, Lehi. Cost is \$75. Details are at <https://ceweb.uvu.edu/wconnect/CourseStatus.awp?&course=18FCPD039V02>.

Dec. 4, 8-9 a.m.

"The Foreign Corrupt Practices Act: FCPA Basics, Enforcement Trends and How to Stay Out of Trouble," presented by Parsons Behle & Latimer. Discussion topics include FCPA liability framework, including business activities that may incur multi-million-dollar penalties; how reliance on foreign contractors, agents and other third parties can create FCPA liability; compliance best practices to minimize FCPA-related risks for overseas operations; and recent FCPA enforcement trends. Location is Parsons Behle & Latimer's Lehi office, 2901 Ashton Blvd., Suite 210, Lehi. Free. Registration can be completed at Eventbrite.com.

Dec. 4, 11 a.m.-1 p.m.

"Women in Business Holiday Jingle & Mingle," a ChamberWest event. Location is Western Gardens, 4050 W. 4100 S., West Valley City. Cost is \$30. Details are at www.chamberwest.com or by calling (801) 977-8755.

Dec. 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. Details are at davischamberofcommerce.com.

Dec. 4, noon-12:50 p.m.

Fall 2018 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute 14-week event open to students and community members interested in learning from experienced entrepreneurs. Activities take place at noon on Tuesdays. Speaker Eric Rae, founder, CEO and president of Podium, will discuss a topic to be determined. Location is UVU, 800 W. University Parkway, Science Building, Room 134, Orem. Free. Details are available by contacting Meagan Sanders at msanders@uvu.edu or (801) 863-5354.

Dec. 5, 7:30-9 a.m.

Early B.I.R.D. Business Primer, an Ogden-Weber Chamber of Commerce event. Speaker Jodi Brown, owner of Amplio Development, will discuss "Strategies to Make the Most of Every Day." Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

Dec. 5, 8-9:30 a.m.

CFO Alliance, a Utah Technology Council event for UTC-member financial executives only. Discussion topic is "Top 10 Issues for Year-End Focus," including insights into corporate/pass-through/individual tax planning opportunities, ASC 606 (revenue recognition) pitfalls, international implications of the new tax law, and IT security threats. Location is Tanner LLC, 36 S. State St., fifth floor, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Dec. 5, 9-11 a.m.

"Starting Your Business 101," a Salt Lake Small Business Development Center (SBDC) event. Location is Corporate Partnership Center, MCPC 110, 9690 S. 300 W., Sandy. Details are at <https://utahsbdc.org/trainings>.

Dec. 5, 3-4:30 p.m.

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

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

Business Connections, a ChamberWest event focusing on relationship-building and business connections, featuring opportuni-

ties to present your business and two 10-minute presentations. Free for ChamberWest members, \$5 for nonmembers. More information and location details are available at (801) 977-8755 or chamber@chamberwest.com.

Dec. 5, 5:30-8 p.m.

"Managing Organizational Growing Pains," a Silicon Slopes event. Speakers Jeff Weber, Instructure senior vice president of people and places, and Johnny Hanna, Homie CEO, will discuss the organizational, cultural and leadership challenges to anticipate as a business grows and how to manage through them. Location is Instructure, 6330 S. 300 E., Salt Lake City. Free. Details are at siliconlopes.com.

Dec. 6, 8-9:30 a.m.

"Scaling Engineering Teams, Session 2: Metric and Standards Deep Dive," a Utah Technology Council event for UTC-member technology executives only. Presenters are Ashley Dreier, Health Equity; Davis Burggraaf, Instructure; and Jesse Dowdle, Rizepoint. Location to be determined. Free. Registration can be completed at Eventbrite.com.

Dec. 6, 8 a.m.-2:30 p.m.

"Managing the Ill or Injured Worker Under the ADA, FMLA and Workers' Compensation," an Employers Council event designed to guide employers through compliance issues involved in managing an employee with a medical condition. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

Dec. 6, 11:30 a.m.-1 p.m.

Chamber White Elephant Christmas Gift Exchange Luncheon, a Murray Area Chamber of Commerce event. Location is 1730 E. Lakewood Drive, Holladay. Luncheon open to nonmembers. Attendees are asked to bring one white elephant gift to exchange. Cost is \$25 prepaid by Dec. 4, \$35 thereafter and at the door. Details are at murraychamber.org.

Dec. 6, 11:30 a.m.-1 p.m.

Holiday Social, a West Jordan Chamber of Commerce event. Location is West Jordan City Hall, Community Room, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordan-chamber.com.

Dec. 6, noon-1 p.m.

"What to Do When Your Key Employee Walks Out the

Door with Your Trade Secrets," a Parsons Behle & Latimer event. Attorney Erik Christiansen will discuss how to guard against the theft of trade secrets, how to investigate a potential theft of trade secrets, how to uncover the electronic clues left by the thief, and current options and strategies for suing to recover stolen trade secrets. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Registration can be completed at Eventbrite.com.

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

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

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

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

Dec. 7, 8-10 a.m.

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

Dec. 7, 8:30-11:30 a.m.

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

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

Holiday Open House, a Sandy Area Chamber of Commerce event. Location is River Oaks Golf Course Clubhouse, 9300 Riverside Drive, Sandy. Free. Details are at sandychamber.com.

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

WBN Christmas Luncheon, a Utah Valley Chamber event featuring a silent auction, with proceeds going to the WBN scholarship program. Location is Thanksgiving Point, Garden Room, 3003 Thanksgiving Way, Lehi. Cost is \$30 for members, \$35 for nonmembers. Details are at thechamber.org.

Dec. 8, 9 a.m.-noon

"Simple Steps for Starting Your Business," a SCORE event. Location is Salt Lake City Public Library, 210 E. 400 S., Conference

Room E, Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

Dec. 10-12

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

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

Christmas Devotional, a BYU Management Society event. Speaker is Elder LeGrand R. Curtis Jr. of the First Quorum of the Seventy of The Church of Jesus Christ of Latter-day Saints. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free for Platinum members, \$25 for dues-paying members and their guests, \$35 for basic member or guest, \$15 for dues-paying young professionals (ages 18-35). Registration deadline is Dec. 9. Details are at <https://saltlake.byuums.org/event>.

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

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

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

Utah Health Policy Project (UHPP) 2018 Annual Conference, with the theme "Health Care Solutions for Utahns." Event will include an update on the healthcare landscape in Utah; remarks from local leaders; and panels on topics including Medicaid expansion, social determinants of health, and the future of healthcare and health policy in Utah. Location is the Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$30. Details are available by contacting Matthew Slonaker at (801) 433-2299 or matt@healthpolicy-project.org.

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

"Elevate Your Elevator Pitch," a Women's Business Center of Utah (WBCUtah) event. Speaker Clancy Stone, business advisor with the WBCUtah, will discuss the process of designing a successful pitch deck and examining the value of delivering an impactful elevator pitch. Location is the Women's Business Center

Why a coach is crucial in the extreme sport of business

A few years ago, my business partner and I lead a group of executives down a 14-mile stretch of slot canyons in southern Utah. Our task was to guide them through a team-building experience involving multiple rappels, traversing pools of frigid water and a rigorous hike through some of the most beautiful scenery on the planet.

The business objective was to enhance the problem-solving skills of their executive team, providing an experience to help them more readily seek input and support from one another. In the process, their CEO wanted each participant to have a world-class memorable experience.

These objectives were important to us, of course, but we had a higher “mission-critical” goal: to get everyone home alive and uninjured. To assure this outcome, we scheduled a test run two weeks before the real event. With seven rappels to negotiate, we wanted to assess each one one more time.

As we worked our way down the canyon, we tested each anchor to secure our ropes, checking footing and obstacles. Since some rappels would be through waterfalls, we checked for dangers that might be lurking beneath them. At each rappel, we considered the situation that would face our rookie canyoneers, thinking ahead about how they might approach each challenge.

Every rappel appeared straightforward until No. 7. We discovered that a flashflood had wiped out all the good anchors for our ropes. It was a short rappel (10-15 feet) into a pool of water, but we were still concerned. Could we just jump in? How deep was the water?

We were relieved to hear the voice of a hiker who had been travelling up-canyon. We asked him to test the pool’s depth and, obligingly, he stepped into it. He completely submerged and upon surfacing, assured us that we could make the jump. We did so without incident.

The time arrived for our client canyoneers. We began with basic training in rappelling technique, a careful equipment check and an orientation regarding what they were about to experience. We assessed both the confidence and competence of each participant. Where we detected either fear or over-confidence, we stressed that by staying true to critical safety procedures and working well together, everyone would have a safe and fulfilling experience.

It was a beautiful fall morning for our first rappel. All went as planned throughout the day, until we hit rappel No. 7. We knew we would have no anchors there, of course, but as my partner and I looked down on the pool below,

our anxiety grew. It looked the same as before, but how could we know if it was safe to jump in today?

After some discussion, I volunteered to climb down to the pool. The descent was precarious, but after a few tense moments I stepped into the pool.

I was shocked when the water only came up to my mid-calf! At that moment, I said a silent prayer of gratitude that we had not decided to jump. It took us considerable time to have everyone climb down, but we did so safely, finishing the full trek about an hour later than planned.

Canyoneering is a perfect metaphor for running a business. You hope to achieve high and

noble purposes by working well with your people, solving problems and overcoming challenges. Some of these are “mission-critical,” meaning that if you don’t handle them properly, they can kill your business.

To avoid business death, you need basic training in what to do and what not to do. You need to be sure you have the resources and equipment required to be successful. And you need to assess the confidence and competence of each member of your team.

You can choose to go it alone, but this accentuates the risks. An experienced guide can be invaluable, especially when you’re faced with dangers you might fail to observe.

According to the American Management Association, organizations that use coaching reported stronger market performance. A global survey of coaching clients by PriceWaterhouseCoopers and the Association Resource Center concluded that the mean return on investment (ROI) for companies investing in coaching was seven times that of the initial investment. A quarter of the companies in the survey reported an ROI of 10 to 49 times investment.

Business is an extreme sport. Why go it alone?

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting to executives in small businesses.



RICH TYSON

CALENDAR

from page 11

of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

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

LinkedIn Luncheon, a Utah Valley Chamber event featuring networking and a presentation by Kate Bowcut, the chamber’s business development executive, on how to improve a LinkedIn profile. Location to be announced. Details are at thechamber.org.

Dec. 12, 3-5 p.m.

“Weed At Work,” a Utah

Technology Council event featuring UTC members, HR professionals and the Utah Employers Council discussing the legality and difficulties recognizing medical marijuana in the workplace. Location is Dell EMC, 11747 S. Lone Peak Parkway, Draper. Free. Registration can be completed at Eventbrite.com.

Dec. 12, 5-7 p.m.

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

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

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

Dec. 13, 8 a.m.-noon

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

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

Network Lunch, a Murray Area Chamber of Commerce event. Location is The Union, 7176 S. 900 E., Midvale. Details are at murraychamber.org.

Dec. 13, noon-1 p.m.

“Funding a Consumer Product Company,” a Silicon Slopes event. Speakers are Summer Harris, founder and

owner, Baby Bling; Ben Capell, partner, Peterson Partners; and Sara Day, program manager of training and outreach, Utah Microloan Fund. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at silicon-slopes.com.

Dec. 13, 6-8 p.m.

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

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

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

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

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

Dec. 14, 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.

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

“Grow Your Business: Phase II,” a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem.

see CALENDAR next page



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CALENDAR*from previous page*

Details are at <https://utahsbdc.org/trainings>.

Dec. 14, 9-11 a.m.

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

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

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

Dec. 15, 10 a.m.-noon

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

Dec. 15, 11:30 a.m.

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

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

Business Alliance Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at davischamberofcommerce.com.

Dec. 19, 8-10 a.m.

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

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

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

Dec. 19, 3-4:30 p.m.

"Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those look-

ing to improve an existing business. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

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

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

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

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

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

Network Lunch, a Murray Area Chamber of Commerce event. Location is The Union, 7176 S. 900 E., Midvale. Details are at murraychamber.org.

Dec. 21, 7:30-8:30 a.m.

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

Dec. 21, 8-10 a.m.

Utah County SpeedNet, a speed networking event sponsored by the Utah Valley Chamber, SCERA, Ishii Design and Black Canyon Signs. Location is SCERA Center for the Arts, 745 S. State St., Orem. Free. Details are at thechamber.org.

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

Network Lunch, a Murray Area Chamber of Commerce event. Location is The Union, 7176 S. 900 E., Midvale. Details are at murraychamber.org.

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

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

Jan. 2, 3-4:30 p.m.

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

Details are at slchamber.com.

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

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

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

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

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

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

Jan. 4, 8-10 a.m.

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

Jan. 4, 8-10 a.m.

Friday Forum, a Utah Valley Chamber event. Location is Zions Bank Building, 180 N. University Ave., Provo. Details are at thechamber.org.

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

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

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

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

Jan. 9, 1 p.m.

"Building a Software Company in Cache Valley," a Silicon Slopes event. Location is Vivint Smart Home, 1400 N. 635 E., Logan. Free. Details are at siliconslopes.com.

Jan. 9, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber network-

ing event. Location is DaVinci Academy, 2033 Grant Ave., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com

Jan. 10, 6-8 p.m.

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

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

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2480 Washington Blvd., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

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

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

Jan. 15, 8 a.m.-noon

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

Jan. 15, 8 a.m.-noon

"Effective Coaching Skills," an Employers Council event.

Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

Jan. 15, noon-1 p.m.

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

Jan. 16, 9-11 a.m.

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

Jan. 16, 3-4:30 p.m.

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

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

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Opinion

We should give thanks for technological advancements — and air taxis

At Thanksgiving time, I thought it would be appropriate to remind Americans about some of the tremendous technological advancements we should be thankful for: better cellphones, safer cars, LASIK eye surgery and drones that deliver pizza and life-saving medications. Technology also provides life-changing services like Uber and Airbnb, too.

Better still, if you combine technology like drones and Uber, you get one of the most exciting developments yet to come: air taxis.

As my Mercatus Center colleague Brent Skorup explains in a recent piece for *The Wall Street Journal*, “City dwellers in the next decade could fly from Lower Manhattan to John F. Kennedy International Airport in less than 10 minutes. Chicago families could escape the summer heat and shuttle above Lake Michigan to Indiana beaches in less than half an hour.”

Can you imagine the amount of time saved? Parts of this dream are already becoming a reality on the ground and in the air. “Ride-sharing and routing software, used by Uber and Lyft, makes complex fleet man-

agement possible,” Skorup notes. It’s already being used by millions of passengers every year to circumvent the older, less reliable traditional cab services. It also provides cheaper access to chauffeur services that were once only available to the wealthy. Thanks to apps like Voom, which started to match helicopter pilots with passengers last year in Sao Paulo, Brazil, and has since expanded to Mexico City, people can take to the skies to reduce their commuting times.

These rides remain expensive, but that won’t last. According to Lillium, a European operator, it plans to start service within the next few years. It estimates a price of \$36 for a five-minute one-way trip from Manhattan to JFK. Once battery technology and automation improve, the price could drop much lower. Of course, the next step is the adaptation of self-driving car technology to pilot functions to overcome “the greatest hurdles to a flying-taxi industry: high labor costs and the risk of human error,” Skorup explains.

In other words, air taxis could be a major urban transportation mode within our

lifetimes. That’s unless legislators get overzealous and don’t get the policies right. In a new research paper, Skorup also gives us a roadmap (or should I say a sky map?) to avoid the problems from traditional aviation that result mostly from a lack of properly defined property rights.

For instance, because airlines share routes, air traffic control, terminals and technology, they underinvest in new technology, planes and terminals. For one, any improvement in operations or facilities can be captured by competitors. Likewise, there’s an incentive to overschedule flights (and fly half-empty planes), since any free slots could otherwise be used by competitors. Further, any major changes, like transitioning technology from radar to GPS, take way too long since you need buy-in from existing vendors, regulators and operators.

Skorup’s proposal — which draws heavily on another area of his expertise, wireless spectrum auctions — is to exclusively lease aerial corridors and vertiports for air taxis. That would give companies much more freedom to innovate. Exclusive corridors and vertiports also mean that companies are able to profit from the sale of their existing

assets to new entrants. (With traditional airlines, the default is that new entrants must operate on a non-interference basis, which is very anticompetitive).

The U.S. government has successful experience with auctioning and leasing federal assets, including wireless spectrum and offshore wind energy and oil sites. Auctions also generate revenue for deficit reduction, which is just a cherry on top. Spectrum auctions have grossed about \$100 billion since 1994. As a comparison, oil leases and royalties from federal sites have grossed over \$400 billion.

The bottom line is that if we get this right, we could leap ahead of other countries and jump-start a new aerospace-auto manufacturing sector to supply air taxi operators. So, at this holiday season, I am grateful for thinkers like Brent Skorup, as well as innovators and visionaries who aren’t afraid to dream big to bring us those amazing technologies that will change our lives forever.

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



VERONIQUE de RUGY

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Democrats’ war on charter schools marks new moral low, even for them

Fareed Zakaria is on vacation this week. Thomas Sowell is filling in.

People who follow politics, even casually, learn not to expect high moral standards from politicians. But there are some outrages that show a new low, even for politicians.

Among the consequences of Democrats’ recent election victories, especially at the state and local levels, is the election of officials who have publicly announced their opposition to charter schools and their determination to restrict or roll back the growth of those schools.

What have the charter schools done to provoke such opposition?

Often located in low-income, minority neighborhoods, these schools have, in many cases, produced educational outcomes far better than the traditional public schools in such neighborhoods.

A Success Academy charter elementary school in Harlem had a higher proportion of the children in one of its classes pass the statewide math exam than in any other class at the same grade level, anywhere in the state of New York.

As a result of the charter schools’ educational achievements, it is not uncommon for thousands of children to be on waiting lists to get into such schools — in New York City, tens of thousands.

This represents a huge opportunity for many low-income, minority youngsters who have very few other opportunities for a better life. But, to politicians dependent on teachers’ unions for money and votes, charter schools are expendable.

In various communities around the country, charter schools are already being

prevented from moving into empty school buildings, which would allow them to admit more children from waiting lists.

Denying these children what can be their one chance in life is a new low, even for politicians.

Political rhetoric can camouflage what is happening. But the arguments against charter schools are so phony that anyone with a decent education should be able to see right through them. Unfortunately, the very failure of many traditional public schools to provide a decent education enables their defenders to get away with arguments that could not survive any serious analysis.

Consider the incessantly repeated argument that charter schools are “taking money away from the public schools.” Charter schools are themselves public schools, educating children who have a legal right to be educated with taxpayer money set aside for that purpose. When some fraction of children moves from traditional public schools to charter schools, why should the same fraction of money not move with them?

What is the money for, if not to educate children? The amount of taxpayer money spent per child in charter schools is seldom, if ever, greater than the amount spent per child in traditional public schools. Often it is less.

Another argument used in attacking charter schools is that, despite particular charter schools with outstanding results, by and large, charter school students’ results on educational tests are no better than the results in traditional public schools. Even if we accept this claim, it leaves out one crucial fact.

White students and Asian students together constitute a majority of the students in traditional public schools. Black students and Hispanic students together constitute a majority of the students in charter schools.

On virtually all educational tests, black and Hispanic students score significantly lower than white and Asian students. If charter schools as a whole just produce educational results comparable to those in traditional public schools as a whole, that is a big improvement.

If you want to make a comparison of educational results with comparable students, you can look at results among children living in the same neighborhood, at the same grade levels — and with both

charter school children and children in a traditional school being educated in the very same building.

Such comparisons in New York City showed, almost every time, a majority of the students in the traditional public school scoring in the bottom half in both math and English, while the percentage of charter school students scoring in the top half was some multiple of the percentage of other students scoring that high.

This is what the teachers’ unions and the politicians want to put a stop to. Who will speak up for those children?

Thomas Sowell is a senior fellow at the Hoover Institution at Stanford University. His website is www.tsowell.com.

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THOMAS SOWELL



Opinion

My wife has accused me of being biased — and she's absolutely right

After proofing my final column on the Kavanaugh hearings a few weeks ago, my wife looked up and asked, "Will the paper let you publish this? You sound so biased." Now, that instantly got my attention and I pondered the question throughout the night and here are my thoughts:

Yes, I am biased. I am biased against people who use their connections for their own personal gain. I am biased against politicians who use their political office for their own personal gain. I am biased against politicians who use the suffering of others for their own personal gain. Most of all, I am biased about people who lie, cheat and steal.

With the advent of powerful search engines, you can find out all sorts of things. With this in mind, I Googled the following: "How can you tell if you are biased?" The nice Google lady brought forth myriad answers, one of which was an article from the website Science News for Students from

June 2017 titled "Think you're not biased? Think again."

The article discussed all sorts of things about being biased, of which, in my opinion, the two most important comments were as follows: First, "But all people harbor beliefs and attitudes about groups of people based on their race or ethnicity, gender, body weight and other traits. Those beliefs and attitudes about social groups are known as biases." The second comment was "Learning about people from different backgrounds who engage in positive behaviors can help you to unconsciously associate that group with positivity."

I was not aware that I was that biased until my wife told me, but according to the article I have a unconscious or implicit bias. This doesn't mean I am a bad person, but that my brain has trouble getting things right.

Cheryl Staats, an ethnicity researcher at Ohio State University, says the brain re-

ceives 11 million bits of information every second but we only can process 16 to 40 bits per second. So, what does this have to do with being biased? It means, as near as I can tell, that if you get bitten by a horse, you subconsciously think that all horses will bite you.

I am not the only person in our household that is biased. My wife readily admits to being biased against Donald Trump. Up until the spring of 2015, when she found out that Trump was running for president, my wife had not shown any signs of being biased. Now, how do I know my wife is biased? Well, for a minimum of 15 minutes our dog and I hear about Trump's previous day's outrages and misguided statements.

The other night at dinner, my wife explained why she was biased against Trump. She said, "Bob, I was raised not to say insulting things about people. I was not raised to lie to people. I was told not to say hateful things about people. Bob, I was raised to be nice to people." My wife is justified about

being biased toward Trump and she is also very wise.

Speaking about Trump, I have never seen a more biased person. When Donald Trump first came on the political scene, I thought that he was being so outlandish in order to become notorious and I said to myself, "Now that's a new way to politic." Yet, we must admit that the tactic was effective. I have read that Trump didn't think he could win the Republican nomination for president. But win he did.

So now that we all know that we are biased, what should we do about it? In my case, I am not going to do anything when it comes to my wife being biased against Trump. Occasionally, when my wife says something blatantly wrong about Trump, I have corrected her. Big mistake. From now on, I will just sit back and just say, "Yes, Dear."

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



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CALENDAR

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

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

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

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

Utah Economic Outlook & Public Policy Summit 2019, presented by the Salt Lake Chamber and Kem C. Gardner Policy Institute at the University of Utah. Keynote speaker is Ed Bastian, CEO of Delta Air Lines.

Other activities include a 2019 economic outlook from economists, release of the Salt Lake Chamber CEO Outlook Confidence Index, presentation of the 2019 Economic Report to the Governor, Gov. Gary Herbert's economic vision for 2019, a 2019 legislative session preview from legislative leadership, and release of the Salt Lake Chamber's 2019 legislative agenda. Location is Salt Lake City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$85 (\$65 for chamber members before Dec. 15). Details are at slchamber.com.

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

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

Jan. 22, 10-11 a.m.

officials to help them “put the best foot forward and help them come up with a marketing plan,” Chinn said. Those plans could then be presented to urban areas “so that they can fall in alignment with the resources,” she said.

“Quite frankly, a lot of people are looking to the state to lead out on the initiative, and to GOED in particular,” Chinn said.

“I think it's important to understand that these are very technical proposals,” said Jerry Oldroyd, the board chairman. “The Opportunity Zones themselves have been designated by the federal government with input from the states, but the compliance provisions are significant, and consequently there's some type of expertise that's needed.”

Oldroyd said a cottage industry has been formed nationwide as specialists have been created to help communities with their applications.

“We don't have that expertise in-house, it's that simple,” he said. “And frankly, we don't have the time to do it because each individual Opportunity Zone is going to be different. It's going to require different considerations based upon just the nature of the zone itself and the community where the zone exists. It is, I think, important to have some unified approach to how we handle the Opportunity Zones. Otherwise, we will lose out to other states. It's just that simple.”

“There does need to be some leadership,” said Theresa Foxley, president and CEO of the Economic Development Corporation

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

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

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

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

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

employerscouncil.org.

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

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

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

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

Jan. 24, 8-10 a.m.

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

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

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

Jan. 25, 6-9 p.m.

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

Jan. 29, 8 a.m.-noon

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

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

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

Jan. 31-Feb. 1

Silicon Slopes Tech Summit, featuring keynote presentations,

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

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

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

Feb. 1, 8-10 a.m.

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

Feb. 1, 8-10 a.m.

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

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

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

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

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

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

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

Feb. 7, 6-10 p.m.

2019 Annual Gala and After-Party, an Ogden-Weber Chamber of Commerce event. Recipients of various chamber awards will be honored. Location is Peery's Egyptian Theater and

OPPORTUNITY

from page 1

“As we've been talking with our rural stakeholders, what has become quite obvious is they don't really know how to even approach these zones at all,” Ginger Chinn, GOED's managing director of business services, told the board at a recent meeting. “They don't even know where to begin, and they don't have the manpower to even start to dig in to what these zones mean and how they can present the zones.”

The Opportunity Zones program was established by Congress in the 2017 Tax Cut and Jobs Act last December as a way to spur economic development and job creation in distressed communities. It is designed to encourage long-term, private-sector investments in low-income and urban communities by providing tax benefits to investors. For example, investors can defer capital gains, but not ordinary gains, on investments in a “qualified opportunity fund” until 2026.

In early November, the U.S. Treasury released proposed guidelines for the program. The Treasury and the IRS will have a public hearing on the zones program Jan. 10.

Utah's zones will be competing for investments with nearly 9,000 zones nationwide. Treasury Secretary Steven Mnuchin has said the zones could attract \$100 billion in investment.

The hired consultant in Utah will work with local community

of Utah. “I think a lot of communities that we work with are looking to GOED to help them understand how to take advantage of this.”

Among the consultant's duties will be reviewing other states' Opportunity Zone methodologies and incorporating best practices into Utah's outreach program. The consultant will be charged with delivering a cohesive message and branding campaign, brochures or one-page marketing materials to be distributed to investors, an outline of key economic development projects in Utah's Opportunity Zones, an investor contact information sheet for communities, and performance metrics specific to each community.

In March, the Kem C. Gardner Policy Institute at the University of Utah issued a policy brief that described the zone program as “a rare opportunity to incentivize investment in communities throughout Utah with great economic need. It's critical that this investment also be directed toward areas with the greatest potential to realize a return on investment.”

Utah faces a public policy imperative to address economic needs in rural Utah, the brief said.

“While not all areas in rural Utah offer suitable market conditions, our analysis suggests several targeted rural communities where attractive investment opportunities may exist,” it said. “We follow an approach that prioritizes rural low-income communities with high labor market engagement, includes rural regional centers, and focuses on the poorest of the Wasatch Front's low-income tracts.”



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VISTA

from page 1

vember. Metz included the office move news in a list of cost-cutting measures he said Vista was undertaking. Metz became Vista CEO about a year ago, leaving a similar position at Minneapolis-based Arctic Cat. Anoka is the home to Vista-owned Federal Premium Ammunition.

Industry analysts see the move to shut down the Farmington office as symbolic of the direction Metz is taking Vista following several quarters of tough financial results. “(The Farmington facilities is) much larger than we need (and is) our most expensive piece of corporate real estate and an unnecessary cost to incur during our turnaround,” said Metz.

The move has gone virtually unnoticed locally, with no media coverage. Vista debuted the 33,000-square-foot headquarters in 2016 with great flourish, posting videos on its website and holding a ribbon-cutting attended by U.S. Sen. Orrin Hatch and the company’s then-CEO, Mark DeYoung.

Vista Outdoor is a three-year-old spinoff of Alliant Techsystems Inc. (ATK) that has other operations, including its rocket motor facility, in Utah. The company operates in two segments, shooting sports and outdoor products, and has a portfolio of well-recognized brands that provides consumers with products for individual outdoor recreational pursuits. Vista Outdoor products are sold through retailers and distributors across North America and worldwide. Vista has manufacturing operations and facilities in 13 states, Canada, Mexico and Puerto Rico, along with international sales and sourcing operations in Asia, Australia, Canada, Europe and New Zealand.

Vista located its global headquarters in Farmington following its spinoff from ATK, thanks in part to a tax credit incentive agreement with the Utah Governor’s Office of Economic Development which called for the creation of 90 new jobs and \$125 million in wages over a seven-year period. Vista Outdoor projected a \$10 million capital investment in the headquarters facility.

The design of the spacious Farmington office — located in the upscale Station Park — was intended to illustrate Vista’s slogan of “Bringing the World Outside,” with features such as a main-lobby atrium built from locally sourced wood and stone and a view of the Wasatch Mountains. A fireplace in the back lobby was a communal location for employees to gather and seven outdoor-themed “huddle rooms” provided work collaboration areas. Showers and secured bike storage were part of an initiative to encourage employees to bike to work.

“We feel we picked an epicenter to put our headquarters in, and it supports all of the activities we participate in. Utah is a great place to enjoy all of the activities that our products support,” said former company spokeswoman Amanda Covington in a news release updating progress on construction of the Farmington office.

The Utah headquarters opened during a period when Vista Outdoor purchased a number of businesses that make recreational products in an effort to be a one-stop shop for big-box sporting goods

stores. After Metz’s arrival, the company shifted its approach, choosing to focus on ammunition, hunting accessories and a handful of its more recent acquisitions, such as Camelbak and Utah-based Camp Chef.

Vista is currently in the process of selling eyewear brands Bolle, Cebe and Serengeti to an unnamed private equity company and is seeking a buyer for firearms maker Savage. According to industry reports, other subsidiaries that may be divested include paddleboard maker Jimmy Styks as well as Bell, Giro, Blackburn, CoPilot, Krash and Raskulz, companies that make products such as ski helmets and bicycle equipment.

Vista lost \$60.2 million in the fiscal year that ended March 31, as the company grappled with dwindling demand for ammunition — a sector of focus for the company after it sold off other product brands. The shooting sports sector boomed under Pres. Barack Obama amid rumors of coming gun controls under the Democrat. But demand fell off dramatically when Donald Trump was elected. That trend has continued with an \$85.2 million loss in the first six months of its current fiscal year through Sept. 30.

In listing Vista’s belt-tightening measures in his address to investors, Metz said, “We made the decision to reduce our corporate footprints and are in the process of finalizing a sublease for our Farmington, Utah, facility. We’ve determined that we can use our other two corporate facilities in an Anoka, Minnesota, and Arlington, Virginia, to house our corporate and shared-services teams. We believe these are important steps to take as we continue our transformation. I’m optimistic about the future of Vista and confident in our ability to succeed. We’re still facing a number of external challenges that will have an impact on our business.”

Metz addressed the future in his earnings call. “The first challenge is the market itself,” he said. “Like the rest of the industry, we do not see a return to growth for the ammunition market in the near term. We had been expecting to see some improvements over the prior year in the back half of this year, but those expectations have not come to fruition quite yet.”

CAI

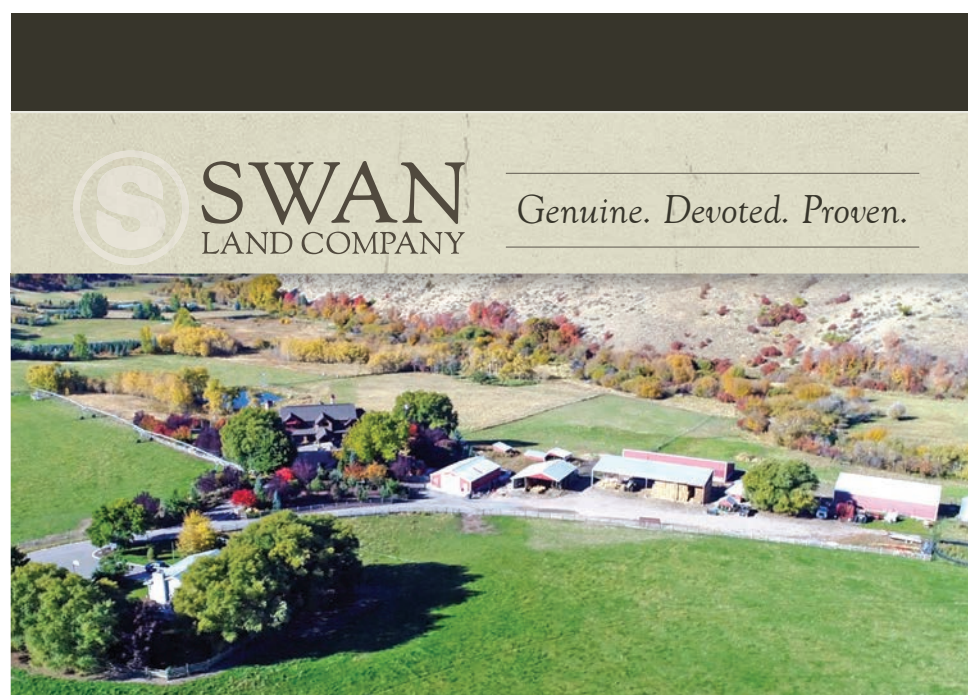
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ons Bank president and CEO. “Sentiment about the current state of the economy has steadily improved overall since 2011, right along with general economic conditions. It is clear that Utahns currently believe business conditions are healthy and vibrant here in the state.”

While Utahns widely (73 percent) believe interest rates will continue to rise, confidence in accompanying economic factors remains strong.

“The fact that so many are still confident that housing prices will still increase and that a 401(k) investment will increase in value suggests that Utahns are confident that economic fundamentals are strong and that the economy will continue to grow,” said Randy Shumway, chairman and partner of Cicero Group, a Salt Lake City research firm that does data collection and analysis for the CAI.

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International Relief Teams Seeks Skilled Construction Volunteers

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes.

Our construction teams are currently working in Louisiana in the aftermath of last year's record floods, and anticipate we will be needed in Texas in the near future.

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

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

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

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

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

CALENDAR

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Ogden Eccles Conference Center. Cost is \$100. Details are at ogdenweberchamber.com.

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

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

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

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

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

Lead Worker Training, an Employers Council event focusing on the changing relationships for leads and group or team leaders, the expectations and limitations of the position, and the communication demands from employees and management. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$225. Details are at employerscouncil.org.

Feb. 13, noon

"AI and the Future of Finance," a Silicon Slopes event. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Details are at siliconslopes.com.

Feb. 13, 5-7 p.m.

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

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

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

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

35th Annual Investors Choice Venture Capital Conference, a VentureCapital.org event. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Conference cost is \$495 (\$295 before Dec. 31). Ski and snowboard day is Feb. 20, 9 a.m.-4 p.m., at Snowbird (cost is \$150). Investor reception is Feb. 20, 6-8 p.m., at the Zions Bank Founders Room, 1 S. Main St., Salt Lake City (cost is \$150). Registration can be completed at Eventbrite.com.

Feb. 20, 9 a.m.-noon

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

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

2019 NUBIZ Economic Forecast. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$49. Details are at ogdenweberchamber.com.

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

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

Feb. 26, 8 a.m.-noon

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

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