

OF NOTE



'So much. So close'

Tooele Valley leaders are afraid folks along the Wasatch Front have forgotten about the fun and recreational opportunities to be had just west of Salt Lake City. So they have rolled out a new campaign hoping to encourage visitors to the county. "If you like adrenaline, this is a great place to be," said Tooele County Commissioner Shawn Milne.

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Stock carbon fiber rings sit in stock at the ENVE Composites factory in Ogden waiting to be converted into mountain bike wheels. ENVE is one of the outdoor product brands owned by Amer Sports Winter & Outdoor Co. The company has been approved for a tax credit incentive to expand its Ogden headquarters and a distribution center in a \$32 million project that will create 155 jobs.

Outdoor products company to expand HQ, create 155 jobs

Brice Wallace
The Enterprise

A globally recognized sporting goods company is deepening its roots in Ogden.

Amer Sports Winter & Outdoor Co., which has had operations in Ogden since 2007, will expand its headquarters for its U.S. outdoor business and build a distribution center. The announcement followed

the company being approved for a tax credit incentive by the Governor's Office of Economic Development (GOED) board at the group's December meeting.

The \$32 million project is expected to result in 155 new jobs over the next decade, with the jobs paying an average of \$42,500 a year.

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Doubts creeping into Utah attitude about the future

Economic conditions in Utah remain strong but the state's consumers are beginning to show some reservations about the future. The Zions Bank Utah Consumer Attitude Index (CAI) dropped 4.7 points to 115.8 in December. Anything above 100 still shows confidence in the economy, but the drop signals a little less confidence than in recent months.

By comparison, the national Consumer Confidence Index decreased 8.3 points to 128.1 in December.

The Utah Present Situation Index, a sub-index of the CAI, decreased 1.7 points to 132.1, while the Utah Expectations Index fell 6.6 points to 105. Regarding the fitness of the current economy, Utahns remain positive. About 58 percent feel business conditions are good, a dip of 6 percent from November's record-setting high. And 63 percent feel jobs are plentiful, an increase of 2 percent from a year earlier.

Although Utahns are pleased with the current situation, they feel more reserved about future trends. Likely due to recent stock market fluctuations, the percentage of Utahns who believe current 401(k) investments will be worth more a year from now decreased from 49 percent to 39 percent, a full 10 percent drop.

see CAI page 3

New numbers suggest Utah job-growth slowdown

Job growth in Utah seems to be slowing as year-over-year numbers are coming up a few tenths of a point below previous months. Utah's nonfarm payroll employment for November grew by an estimated 2.9 percent, adding 43,000 jobs to the economy since November 2017, meaning Utah's current employment level rose to 1,542,600.

Meanwhile, November's seasonally adjusted unemployment rate remained unchanged from the prior month at 3.2 percent. Approximately 50,000 Utahns were unemployed during November and actively seeking work. The national unemployment

rate also remained unchanged from October at 3.7 percent.

"Utah's job growth continues to exhibit some softening as the year-over growth declines a few tenths of a percentage from prior months," said Carrie Mayne, chief economist at the Department of Workforce Services. "Work opportunities remain plentiful, however, so the slight slowing may be due to the prolonged low unemployment rate as tight labor supply can restrain potential job growth."

Utah's private-sector employment grew by 3 percent year-over-year with the addi-

tion of 37,200 positions. Eight of the 10 private-sector industry groups measured in the survey posted net job increases in November, while natural resources and mining lost 100 jobs year-over-year and the information industry lost 400. The largest private-sector employment increases were in trade, transportation and utilities (14,500 jobs); education and health services (6,400 jobs); and manufacturing (5,600 jobs). The fastest employment growth occurred in trade, transportation and utilities (5.1 percent); manufacturing (4.3 percent); and other services (3.8 percent).



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SkyWest Inc. sells unprofitable ExpressJet Airlines to United joint venture

St. George-based SkyWest Inc. has announced a deal to sell its ExpressJet Airlines Inc. subsidiary to ManaAir — a joint venture of United Continental and KAir Enterprises, an airline investment company — for \$70 million in cash and the assumption of the liabilities of ExpressJet.

The transaction is expected to close in early 2019, subject to customary closing conditions, SkyWest said in a release. SkyWest will retain ownership of the Canadian Regional Jet aircraft currently in service in the ExpressJet fleet and will lease them to the new owner for up to five years.

The sale will allow SkyWest to shed the regional carrier that has lost money every year since it acquired it in 2010. Unloading the money-losing unit could help SkyWest stock resume a multiyear rally that saw it climb from single-digit territory in late



2014 to a peak of more than \$60 in early 2018, according to investment website Motley Fool.

SkyWest said in 2010 that it acquired ExpressJet with the intention of merging it with Atlantic Southeast Airlines, its existing unionized subsidiary. The integration process itself went smoothly enough, but the combined operation never reached profitability.

“Today’s announcement provides further clarity and focus for the future,” said Chip Childs, SkyWest Inc. president and CEO. “We want to thank the employees of ExpressJet for their valued contributions and we look forward to continuing to strengthen our partnership with United.”

SkyWest’s airline companies

provide commercial air service in North America with more than 2,500 daily flights carrying approximately 50 million passengers annually. It operates through partnerships with United Airlines, Delta Air Lines, American Airlines and Alaska Airlines, while ExpressJet operates regional jets through partnerships with United and American, with its arrangement with the latter due to come to an end in April.

ExpressJet posted a loss of \$32.5 million in 2017, although that was an improvement upon the prior year’s figure of \$302 million. In the third quarter of 2018 it reported a relatively low loss of \$230,000, compared to nearly \$10 million in the equivalent period a year earlier.



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SL Film Society launches effort to keep artists in Utah

In an effort to keep post-graduate animators, game designers and content creators in Utah, the Salt Lake Film Society (SLFS) has created a media accelerator studio called MAST. SLFS said the program will grow its Film Fostering & Education Initiative, which has fostered 150 screenwriters and four digital directors and produced cultural film tours. The program is made possible by an endowment from the Robin M. Woods Legacy Fund for Future Initiatives.

MAST will offer a fellowship program, on-site and online labs and contests as well as mentoring, networking and collaboration opportunities. The society hopes the program will shift Utah from exporting artists to exporting art. There will be a special emphasis on supporting artists and projects that highlight diversity and social conscience, SLFS said.

MAST is being founded by Tori A. Baker, CEO of SLFS; and

Miles Romney, who will lead the program under Baker’s direction. Romney is an entertainment and tech entrepreneur and co-inventor of DigiClay animation, co-founder of Radiate Media, former CEO of the film distributor Yekra, Broadway fundraiser and co-producer, and an award-winning writer.

A program advisory board has been recruited from among industry and education leaders. It includes Jon Beutler, director of the Park City Business Resource Center; John Dahlstrom, board member of the Salt Lake Chamber; Kelly Loosli, animation program director at Brigham Young University; Richard Scott, dean of Salt Lake Community College’s School of Arts, Communication & Media; and Sterling Van Wagenen, co-founder of the Sundance Film Festival and professor of Film & Media Arts at the University of Utah.

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Utah Association of Counties to lead Opportunity Zone management

The Governor's Office of Economic Development (GOED) has selected the Utah Association of Counties to lead the state's Opportunity Zone planning and implementation.

The association will work with GOED in partnership with the Sorenson Impact Center and consultant Patrick Mullen to help ensure that capital from Opportunity Funds are targeted to Opportunity Zones, including those in rural and underserved communities throughout the state.

UAC and Sorenson's responsibilities will be threefold: engaging and educating rural communities housing Opportunity Zones, developing marketing content and strategies for Opportunity Zone economic development, and connecting local officials and stakeholders with prospective investors.

The GOED board in October 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. GOED will utilize UAC and Sorenson's expertise to as-

sist local communities in creating and packaging Opportunity Zone investments for nationwide investors. The GOED grant will be used to fund Mullen's involvement.

The Opportunity Zone program, stemming from the federal 2017 Tax Cut and Jobs Act, is seen 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.

Forty-six zones have been designated in Utah, including 19 in rural Utah. The zones were identified last year by Gov. Gary Herbert.

Utah's zones will be competing for investments with 8,761 zones nationwide and in the District of Columbia and five U.S. territories. Treasury Secretary Steven Mnuchin has said the zones could attract \$100 billion in investment. The Treasury said nearly 35 million Americans live in areas designated as Opportunity Zones.

Opportunity Zones are part of President Trump's larger Re-

vitalization Council that will coordinate efforts across the federal government to deliver jobs, investment and growth to communities in need. The zones are located in both urban and rural communities throughout the U.S. and are intended to bolster economic activity by offering incentives for growth.

"We look forward to working with Patrick, the Utah Association of Counties and the Sorenson Impact Center," said Ginger Chinn, GOED managing director of urban and rural business services. "The partnerships and alignment of resources will be very beneficial to our rural communities."

"We have tremendous opportunity to drive significant economic development in our state," said Adam Trupp, the association's CEO. "UAC stands ready and able to work with county economic development directors and others in their efforts to attract business, create jobs and generate positive investments in our counties."

"We know many of the players in the Opportunity Zone arena, from investors to nonprofits to community organizations across the country," said Hewson Baltzell, CEO of the Sorenson Impact Center. "We are excited to partner with GOED and

UAC, lend our experience, and help use this innovative new financing program to create a positive social and economic impact for rural Utah."

The Utah Association of Counties is a voluntary, statewide organization supported by the state's 29 counties. The association's mission is to advance county issues with the state and federal government, improve public understanding of county government, assist all 29 counties to develop and share solutions through research and education, and provide effective support services to county officials that foster public trust and improve the efficiency of county government.

The Sorenson Impact Center is described as "a think-and-do tank" at the University of Utah's David Eccles School of Business. Its mission is to marshal capital for social good, empower data-driven programs, break down silos across sectors, and equip the next generation of leaders

with social purpose.

Mullen is the former managing director of impact investing at the Sorenson Impact Center, bringing unique experience in working with both UAC and Sorenson. At Sorenson, Mullen worked on more than \$100 million of private investments with foundations, family offices and impact investing firms. He began his career with the University Venture Fund and the Goldman Sachs Group Inc. Mullen serves as a board member for Westminster College's Center for Entrepreneurship; a venture partner with Arctaris Impact Fund, a Boston-based growth debt fund; and works with Salt Lake County's Economic Development Division.

CAI

from page 1

"It appears that fluctuations in the stock market are impacting consumer perceptions," said Scott Anderson, Zions Bank president and CEO. "When Utahns see decreases in their investment portfolios, they feel less wealthy, which can affect future willingness to spend."

Despite changing perceptions with regards to the investment market, other market signals indicate economic growth will continue in the state. Utah consumers continue to report that jobs are plentiful and 95 percent of Utahns expect that their incomes will either increase or remain the same in the next six months.

"Federal Reserve rates have just increased for the fifth consecutive quarter," said Randy Shumway, chairman and partner of Cicero Group, a Salt Lake City research firm that does data collection and analysis for the CAI. "Rate increases are designed to tap the brakes on inflation, but are also a sign that the Federal Reserve Bank has confidence in the economy's future. Here in Utah, while we are seeing a few blips in the national markets currently, fundamentals around job growth and population growth remain very strong."

CORRECTION

Collective Health, a company that plans to expand in Utah, saw its total employment surpass 500 during 2018. A story in the Dec. 24 edition indicated a different time frame for that growth.

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Avoiding the three deadly biases that lead to bad decision-making

At 11:37 a.m. on Jan. 28, 1986, the space shuttle Challenger lifted off from Cape Canaveral. Seventy-three seconds later, it broke apart, killing all seven of its crew members.

The night before the launch, a conference was held at Morton Thiokol headquarters outside Brigham City between NASA officials and five Utah-based engineers. The engineers pointed out that this mid-winter launch would happen when cold overnight temperatures would stiffen the rubber o-rings designed to keep burning propellant from leaking out. They pleaded for a postponement. Remembering that meeting, one engineer said, "I fought like hell to stop that launch!"

Motivated by its ambitious launch schedule over the coming months, NASA was undeterred by the engineers. One key official responded, "My God, Thiokol, when do you want me to launch? Next April?"

In retrospect, we recognize that the Challenger disaster could

have been prevented if the judgment of lower-ranking employees had been heeded. It raises two critical questions for all leaders: Why do we make bad decisions? And how can we avoid making them?

Harvard psychologist Dan Gilbert suggests that we start with understanding a decision-making formula offered by the Dutch polymath Daniel Bernoulli in 1738:

$$\text{Expected Value of Success} = (\text{Probability of a Good Outcome}) \times (\text{Value of that Good Outcome})$$

Gilbert suggests that we subconsciously apply this formula to most of our decisions, but that we routinely do it badly. Why? He points out that the formula only works effectively when we very objectively provide the answers to the two factors involved.

In the case of deciding to launch Challenger, NASA officials undoubtedly based their decision to proceed on the fact that this was the 10th trip for Space

Shuttle Challenger. With nine successes under their belt, a 10th one seemed like a surety — or 100 percent probability of a good outcome. The Thiokol engineers, on the other hand, put the odds of a good outcome at zero. Engineer Bob Ebeling told his wife later the night before the launch, "It's going to blow up."

Looking at the second factor, the value of a good outcome, NASA insisted that staying on schedule trumped all other considerations. They put the value of the launch as very high. The engineers felt that a postponement did little to harm the shuttle program, thereby assigning a much lower value to the urgency of a Jan. 28 launch.

Doing the simple math, Bernoulli's formula gave diametrically opposed conclusions. NASA fully expected a great success that would advance the U.S. space program, while the engineers fully expected a disaster. Hindsight allows us to see that the engineers were far more objective, and, therefore, were vindicated. Sadly, seven lives were lost — and

the U.S. space program was irreversibly harmed.

So, how can we, as leaders, avoid making such bad decisions? There are three types of biases that we need to be aware of and address in our decision-making processes. By doing so, our answers to Bernoulli's two factors will be substantially more objective. These are: 1. Ego bias, 2. Confirmation bias, and 3. Optimism bias.

Ego bias extends from the fact that you are in charge and, therefore, you subconsciously attribute more merit to your perspective than that of anyone else. Should you be confident in your ideas? Of course, *but you should also be sufficiently humble to listen to and consider other perspectives!*

Confirmation bias is a function of having already made up your mind. You interpret information in a way that confirms your preconceived notions, rejecting anything that fails to confirm those perspectives.

Optimism bias is pervasive among entrepreneurs. It is the tendency to believe that the odds of failure are very small, not because

empirical data doesn't demonstrate that failure is somewhat likely, but because "I'm different; I'm smarter or better than the rest."

To avoid these biases, the best leaders have learned to seek out those who are strongly opposed to their positions with an eye to sincerely understanding that opposition. To this end, I recommend a process I learned many years ago as a high school debater: Force yourself to be ready to argue *for* your opponent's position. This exercise will help you gain better understanding of how someone can disagree with you.

Finally, with your opponent, search for a common interest. This tends to transform the decision from who is right to what is right. With regard to Challenger, perhaps the decision would have changed if all parties had agreed that the highest common interest was the safety of the astronauts.

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



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Business Tech

Here are six resolutions for a New Year free from IT drama

The new year is here. I hope you made it through unscathed. As we welcome the new year, keep these tips in mind as you create your New Year's cyber resolutions for 2019.

No. 1 - Education, Education, Education

Cyber awareness training should be a vital piece of everyone's 2019 cybersecurity plan. The training provided to your employees should be updated regularly to keep up with the latest trends and threats in the industry.

I can't stress the importance of this enough. Your employees are your greatest asset. Without them, your business doesn't function and isn't profitable. On the other hand, your employees are also your biggest liability when it comes to cybersecurity.

Cyber awareness training ensures your employees know how to spot fraudulent emails, malicious attachments and untrustworthy websites. Knowing how to respond should there be a mishap is also crucial to a successful cybersecurity plan.

Having cyber-aware employees means all aspects of your

business is in safe, capable hands.

No. 2 – This Party Isn't BYOD

Almost everybody is connected to the Internet via phone, tablet, smart watches or personal laptops. Ensure you have a policy in place to identify your rules with bring-your-own devices (BYOD). This can be layered into your acceptable-use policy. If you don't have one of those, create one!

If you allow personal devices in the workplace, make sure your network is segregated.

Have a separate Wi-Fi for public/employee devices and for work purposes.

As quoted from a childhood favorite movie of mine, "Ghostbusters:"

Egon: Don't cross the streams.

Peter: Why?

Egon: It would be bad.

Peter: I'm fuzzy on the whole good/bad thing. What do you mean "bad"?

Egon: Try to imagine all life as you know it stopping instantaneously and every molecule in your body exploding at the speed of light.

Raymond: Total protonic reversal.

Peter: That's bad. OK. Alright, important safety tip. Thanks Egon.

OK, so you probably won't explode and experience total protonic reversal. But, nonetheless, should someone bring an infected device from home, your network is severely at risk. DON'T CROSS THE STREAMS!

No. 3 – Backups

Please back up all of your vital data in case something bad happens like downloading RansomWare on your network. Backups could be what literally save your business from absolute disaster.

There are different ways to back up your data. Some use an external hard drive and run periodical backups of computers and servers. Others swap external hard drives daily or weekly, taking one home and leaving one connected to run backups. The problem with these methods is that if your network is infected with malicious content, it also ends up on your external hard drives.

The best solutions are having off-site backups or moving your data to the cloud. If you aren't a cloud organization, off-site backups are the way to go. Most off-site backup solutions offer incremental backups throughout the day, once a day

or weekly. Should your network become infected with malware, it can be wiped and the latest version available can be restored.

No. 4 – Patch and Update

Patches and updates should always be run. Usually patches and updates are released because of bugs or vulnerabilities found in the software. Hardware and software codes are rarely perfect. With time, hackers identify weaknesses and loopholes and launch attacks.

Security updates should be immediately installed as they resolve any open vulnerabilities. Every year, malware causes billions of dollars in damages to businesses of all sizes. One of the top contributors to the problem is that users don't install vital software or Windows updates, which allows hackers to exploit loopholes that have long been patched.

Installing patches and updates also resolve the general bugs and issues with your hardware and software. While these may be non-critical errors, they can be extremely annoying and have an effect on the performance and stability of a program.

Lastly, you might be missing out on some really great features that were released.

No. 5 – Antivirus and Firewall

Not using antivirus software or using the free versions simply do not cut it when protecting your business. Choose professional antivirus protection solutions. Antivirus software essentially protects your computers from malware.

Not every type of cyberattack can be prevented with antivirus software, but it is an excellent layer in your line of defense. Choosing an antivirus software that has a recovery tool is also a must. The recovery system will aid in the removal of any malware on your computers.

Firewalls are your friends. Invest in a firewall that is capable of providing the solutions your business needs. Any business that accesses the Internet should have a firewall in place. Without one, hackers are able to easily infiltrate your network, gaining access to your data. Computers come with built in firewall software, but businesses with multiple users and those with sensitive data require a firewall that is more robust, with the ability to customize and offer reporting to your IT team.

No. 6 – Multi-Factor Authentication

Passwords are hurting your business. The Internet has been around for decades and passwords have been the source for protecting your data and information. Passwords and password encryption have become very complex over the years, but so have the skills of hackers. According to a report by Verizon, over 81 percent of data breaches have been through hacked passwords over the past few years.

Since most people use the same password or variations of the same password for all accounts, implementing multi-factor authentication in your business can save you from falling victim to a data breach. Even if your passwords become compromised, if the hackers don't have access to your phone to receive your security code to authenticate who you are, they will be denied access.

Plan, Do, Check, Act

Implement a cybersecurity plan. Establish clear policies, objectives, processes and procedures relevant to managing risk and improving cybersecurity to deliver results that align with your organization's overall policies and objectives.

Do implement and operate your cybersecurity plan, controls, processes and procedures.

Check, assess and, where applicable, measure process performance against your cybersecurity plan. Report the results to management for review.

Act by taking corrective and preventative actions based on the results of the internal cybersecurity plan audit and management review or other relevant information. This approach isn't a "one and done" solution; it requires re-occurring review and evaluation. At a minimum, this should be done yearly.

If your cybersecurity plan is not up to par, consider implementing some of these tips. We have witnessed another year filled with some terrible security breaches. Don't allow your business to be just another statistic in 2019. Consult with your IT professional to determine what level of security is needed to protect your business.

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.



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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.

BANKING

• **Bank of Utah**, Ogden, has established a foreign exchange department and appointed **Doug Reichman** as vice president and manager of foreign exchange.



Doug Reichman

Roger G. Shumway, Bank of Utah's executive vice president and chief credit officer, will be overseeing the foreign exchange operations. Reichman has 21 years of experience as a foreign exchange manager and expert in the financial industry. Most recently, he served as vice president and foreign exchange manager for Umpqua Bank in Los Angeles and as vice president and senior foreign exchange advisor at California Bank and Trust. Reichman graduated from the University of Utah with a B.A. in Spanish. Bank of Utah also announced it has signed an exclusive referral agreement with TurnPoint Foreign Exchange. Its CEO is **Jason R. Langston**, a 25-year veteran in foreign exchange services. He previously served as foreign exchange relationship manager for First Security Bank and Wells Fargo Bank and then went on to be managing partner and chief financial officer for GPS Capital Markets. He graduated from the University of Utah with a B.A. in accounting.

DIRECT SALES

• **Young Living Essential Oils**, Lehi, has announced that **Finca Victoria Farm** in Ciudad

Victoria, Tamaulipas, Mexico, will become the company's newest partner farm. The farm will provide Young Living with lime and grapefruit essential oils. The farm harvests and distills limes and grapefruits on more than 2,400 acres of farmland and is also home to a facility that will cold-press the fresh lime and grapefruit rinds to produce high-quality essential oils.



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ECONOMIC INDICATORS

• **Salt Lake City** is among U.S. cities with large employment in drugs and pharmaceuticals; medical devices and equipment; and research, testing and medical laboratories. A report titled "Investment, Innovation and Job Creation in a Growing U.S. Bioscience Industry," compiled by **TEconomy Partners LLC** and the **Biotechnology Innovation Organization (BIO)**, said **Logan** and **Salt Lake City** are among 26 metro areas with a specialized concentration in at least three bioscience subsectors, each with

three. Among metropolitan statistical areas, Salt Lake City had the sixth-largest employment in medical devices and equipment, with 8,948 workers. It was 18th for research, testing and medical laboratories, with 6,661. It was No. 21 for drugs and pharmaceuticals, with 2,510. Details are at https://www.bio.org/sites/default/files/TEconomy_BIO_2018_Report.pdf.

INVESTMENTS

• **Momni Inc.**, a Springville-based childcare tech company, has secured additional funding of more than \$1.75 million to expand its "caresharing" app, which connects mothers to mothers for childcare in their own neighborhoods and communities. The round was led by **Tamarak Capital**, a Utah family office, and was accompanied by investors from Utah venture service firm **RevRoad** and angel investors. The funding will allow Momni to greatly expand product features and launch its growing careshare platform into new geographic regions. The company released iPhone and Android apps earlier this year. The recent round brings the female-led tech company's total fundraising to more than \$2 million.

MILESTONES

• **MMA Energy Capital**, a Park City-based manager of capital in the renewable energy industry, has reached over \$200 million in originations of renewable energy investments in Texas. MMA Energy Capital originates and manages development, construction, bridge and term loans ranging from \$3 million to over \$100 million. Since 2015, the company has originated and managed development and construction financing for more than 100 solar, wind and other clean energy projects across 15 U.S. states and territories, totaling more than 2.6 gigawatts of installed capacity and over \$1.2 billion of committed investments. MMA Energy Capital is a trade name under which **Hunt Investment Management LLC** does business.

OUTDOOR PRODUCTS/ RECREATION/SPORTS

• **Whisper Ridge**, a helicopter and cat-skiing provider operating out of Eden, has announced the acquisition of over 11,000 premium skiable acres to its existing terrain for the 2018-19 season. The company said the newly combined 70,000-plus contiguous acres makes Whisper Ridge the largest private backcountry ski resort in the world. Whisper Ridge

also has announced an exclusive partnership with **Powder Mountain Resort** to provide heli and cat-skiing services for their patrons. Whisper Ridge will build an additional base of operations at Powder Mountain to facilitate access to its private land, which borders the public resort.

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PHILANTHROPY

• **America First Credit Union**, Riverdale, recently donated \$10,000 to 10 organizations across Utah and southern Nevada at its annual **Community Assistance Holiday Giving** event at the Davis Conference Center in Layton. The recipients are **Christmas Box International**, **The Road Home**, **SafeNest**, **The Lantern House Homeless Shelter**, **YCC of Northern Utah**, **the Cathedral of the Madeline Good Samaritan Program**, **For the Kids**, **Three Square**, **the Food & Care Coalition** and the **Catholic Community Services Joyce Hansen Hall Food Bank**. The Community Assistance Holiday Giving event is funded by the **America First Credit Union Charitable Foundation**. The program's mission is to provide funds to assist the homeless and other disadvantaged individuals in the communities America First serves. Money for the program is raised through America First Credit Union member donations and distributed to organizations that provide job assistance, training, housing, food and medical attention to those in need.

• The divisions of **People's Intermountain Bank** — which include Bank of American Fork, Lewiston State Bank, and People's Town and Country Bank — have presented 130,843 teddy bears and other stuffed animal toys to family support centers in Utah during the past 20 years.

The annual **Project Teddy Bear** involves collecting and donating the toy animals, which are used at the crisis centers in play therapy, to soothe an upset child or are given to children to help them feel love and comfort. Among organizations helping with the project this year were a club from **Spanish Fork High School** that collected 600 stuffed animals (different clubs from SFHS have participated in Project Teddy Bear for 13 years); The Hulk Squad from **Maple Mountain Junior High School** that collected 120; and **Bailey's Moving & Storage**, which provided all of the boxes, labor and a large moving truck to deliver teddy bears to three support centers. Centers receiving the donations were the **Salt Lake County Family Support Center**, the **Utah Valley Family Support & Treatment Center** and the **Family Connection Center in Clearfield**.

RECOGNITIONS

• Several companies based in Utah are among the "**Best Entrepreneurial Companies in America**," a list compiled by *Entrepreneur* magazine. The **Entrepreneur360** list of 360 private companies includes No. 3 **Malouf**, Logan; No. 21 **Axum Corporate Health Strategies**, Herriman; No. 29 **Nav**, with main offices in Draper and California; No. 56 **Edge**, Orem; No. 134 **Aptive Environmental**, Provo; No. 244 **97th Floor**, Lehi; and No. 336 **Backyard Bookkeeper**, Cottonwood Heights. Listed companies were identified based on the results from a study of independently owned companies using a proprietary algorithm and other advanced analytics. The algorithm was built on a balanced scorecard designed to measure five metrics reflecting major pillars of entrepreneurship: innovation, growth, leadership, impact and business valuation.

• **StorageCraft**, a Draper-based data security company, has been named a winner of two data-protection software subcategories in the **2018 Annual Report Card** produced by **CRN**. The subcategories are **Partnership** and **Managed and Cloud Services**. The Annual Report Card summarizes results from a survey that details solution-provider satisfaction in the areas of product innovation, support and partnership for the hardware, services and software vendors with which they team.

see BRIEFS next page



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Industry Briefs

from previous page

SERVICES

• **TrueNorth Wealth**, a Salt Lake City-based fee-only financial planning firm, has announced promotions for **Joseph Griffin**, **Mallory Edinborough**, **Carly Chasse** and **Sam Watkins**. Griffin, currently president and chief operating officer, has been promoted to CEO. He has been with the company for six years and has a bachelor's degree. Edinborough has been promoted to operations manager to chief operating officer. She has been with the company since April and previously worked in the insurance industry. Chasse has been promoted from office manager to managing director. She has been with the company



Joseph Griffin



Mallory Edinborough



Carly Chasse



Sam Watkins

since April and previously was a pharmacy technician. Watkins, a financial advisor, is adding the new role of chief investment offi-

cer. He has been with the company since December 2016. He has a bachelor's degree in economics from Brigham Young University. The company has finished a banner year in 2018, with a 320 percent increase of new assets under management, compared with a standard year.

TECHNOLOGY/LIFE SCIENCES

• **Frelia Inc.**, a Lehi-based medical technology company focused on gene sequencing and artificial intelligence, has appointed **Leslie M. Norris** to its board of directors. Norris has nearly 40 years of experience as business strategist and brand expert, working with Fortune 100, mid-cap, early-stage and startup com-



Leslie Norris

panies, all in a global capacity. She is currently the founder and CEO of Springboard5 Marketing, a global strategic public relations and marketing firm that focuses on life science, biotech and technology companies. She is also founder and CEO of ARCEXPERTS, a global audit, risk and regulatory compliance firm. She also serves as an independent consultant and advisor to tech and life science companies, has been an angel investor for 25 years and has worked with investment groups in the U.S. and Europe.

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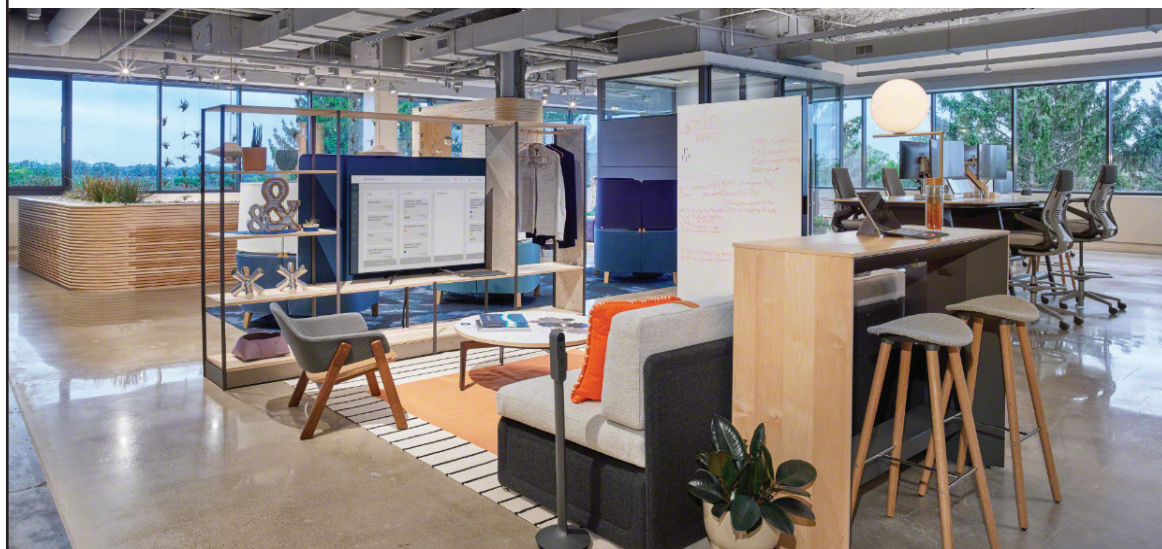




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AMER from page 1

“We have built a partnership with the city of Ogden, Weber County and the state of Utah and are excited to announce the expansion of our operations,” Bill Kirchner, vice president and general manager of Amer Sports Americas, said in a prepared statement. “Our brands play an integral role in the outdoor and winter sports community by inspiring consumers to live active and healthy lifestyles. We value the unique opportunity Utah provides us to engage with skiers, snowboarders, runners, bikers and hikers and are proud to call Utah our home.”

Amer Sports Winter & Outdoor’s parent company, Amer Sports, is based in Finland and offers sports equipment, footwear and apparel. It has sales offices in about three dozen countries. Its brands include Salomon, Arc’teryx, Peak Performance, Atomic, Mavic, Suunto, Wilson, Precor, ENVE Composites and Louisville Slugger.

“The interesting thing about Amer Sports [is] probably the users, the buyers of their sporting goods, have no idea who Amer Sports is,” said Mel Lavitt, chairman of the GOED board’s incentives committee. “They do know names like Salomon, Wilson, Atomic, Mavic, Suunto and Precor. They have great brands, and we’re very excited to have them here.”

The company’s incentive is in the form of a tax credit of \$1.3 million and an Industrial Assistance Fund employee retention grant of \$2,000 per retained employee, up to \$300,000. The Ogden expansion is expected to result in new wages totaling \$43.6 million over 10 years and new state tax revenues of nearly \$6.6 million during that period.

“We think this is a really exciting opportunity for not just Ogden and Weber County and northern Utah, but really all of Utah in the outdoor recreation industry that we have here,” said Thomas Wadsworth, GOED’s business development and corporate incentives manager.

“For Amer Sports in particular, a lot of our growth has centered around the outdoor business and specifically around direct-to-consumer and our soft-goods business, and that will be a hub within the

state that we’re looking to move forward,” Ron Ostrowski, the company’s vice president of finance and operations, told the GOED board. “So, we’ll ship and distribute all of that product out of the proposed warehouse that we’re working on, and all of the sales and marketing efforts and digital efforts and all of that type of stuff will also expand within the current footprint that we have in the Ogden office.”

Jerry Oldroyd, chairman of the GOED board, said Amer Sports came to Ogden at a time when GOED was trying to develop the state’s outdoor products segment and Ogden was trying to become an outdoor industry hub.

“It was a godsend, is what it was,” Oldroyd said. “It was exactly the type of company the state was looking for to serve as a cornerstone to that whole industry now since you’ve been here. So, to have you expand in Utah is, I think, tremendous.”

Ogden Mayor Mike Caldwell said “people thought we were a little crazy” to try to rebrand what he described as “this kind of a busted railroad town” into an outdoor industry center. Amer put operations in the city and other companies soon followed, with Ogden now serving as the base for 40 brands, he said.

“Denver really wanted these guys. Reno really wanted these guys,” Caldwell said of Amer. “A lot of people wanted this international brand to be a part of their community. ... I think it’s really important for the state, it’s certainly important for our local community, and we really appreciate all of the work that’s gone into this.”

Tom Adams, director of GOED’s Office of Outdoor Recreation, said the Amer expansion project has been in the works for about 1 1/2 years.

“What we need to keep in mind as a board and as GOED is there is a lot of consolidation in the outdoor industry these days, and over the years we’ve seen lots of brands fall under one umbrella, and lots of states are gaming to keep these umbrella companies like Amer in their home court,” Adams said.

Amer’s brands, he added, “aren’t just household names in Utah or the U.S. These are global household names that bring global recognition to Ogden and all of the efforts that Mayor Caldwell and his team have put forth.”

Calendar

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

Jan. 8, 7:15-9 a.m.

Breakfast Meeting, an ACG Utah (Association for Corporate Growth) event. Location is Marriott City Center, 220 S. State St., Salt Lake City. Speaker is Matt Wardle, owner of JD Machine. Details are available by contacting Linda Blake at linda@acgutah.org or (801) 359-8613.

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

"How to Become a Leader People Will Follow," a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 8000 S., Redwood Road, West Jordan. Details are at westjordanchamber.com.

Jan. 8, 3-5 p.m.

"Taking Utah Tech to the World," a World Trade Center event, in partnership with Lucid. Seminar will focus on helping take Utah software and technology to the global marketplace. Speakers are Dave Grow, president and chief operating officer at Lucidchart; and Brandon Peay, senior vice president of strategy and business operations at Pluralsight. Location is Lucid, 10355 South Jordan Gateway, No. 150, South Jordan. Free. Details are at wtcutah.com.

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

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

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, 11:30 a.m.

"The Game Has Changed," a Silicon Slopes event. Speaker Jeff Patton of Jeff Patton & Associates and author of the book *User Story*

Mapping will discuss how 21st century software development has thrown out most of the process assumptions you might have originally learned and how product thinking, lean startup thinking and continuous delivery have fundamentally changed how software is designed and built. Location is Kiln, 2701 N. Thanksgiving Way, Suite 100, Lehi. Free. Details are at siliconslopes.com.

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

"Let's Do Lunch," a Sandy Area Chamber of Commerce event. Location is Park City Culinary Institute, 1484 S. State St., Salt Lake City. Cost is \$20 for members, \$25 for nonmembers. Details are at sandychamber.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, 3-5 p.m.

UTC Public Policy Forum, a Utah Technology Council event. UTC members gather once a quarter outside of the state legislative session, and once weekly during the session, to discuss issues of priority to the community. Location is the Utah State Capitol, Capitol Board Room, 350 State St., Salt Lake City. Registration can be completed at utahtech.eventbrite.com.

Jan. 9, 5-7 p.m.

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

Jan. 10, 7 a.m.-2 p.m.

St. George Area Economic Summit 2019, a St. George Area Economic Development event also known as "What's Up Down South?" Location is Dixie Convention Center, 1835 S. Convention Center Drive, St. George. Registration can be completed at Eventbrite.com.

Jan. 10, 8:30-9:30 a.m.

Clear the Air Challenge Team Manager Training and Networking Event, a Salt Lake Chamber event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Jan. 10, 11:30 a.m.-1 p.m.

January WIB Luncheon,

a Davis Chamber of Commerce event. Speaker Todd Derrick, patrol sergeant, will discuss self-defense and situational awareness. Location is Dartside Dart Tag Arena, Layton Hills Mall, No. 2024, 1201 N. Hill Field Road, Layton. Cost is \$20 for members and guests. Details are at davischamberofcommerce.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, 8-9:30 a.m.

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

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

ChamberWest Women in Business Luncheon. Speaker is Shannon Bahrke Happe, two-time Olympic medalist in freestyle mogul skiing. Location is Element Event Center, 5658 S. Cougar Lane, Kearns. Cost is \$20 for chamber members before Jan. 11, \$30 for nonmembers or at the door. Details are at chamberwest.com.

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

Business Women's Forum. Speaker Linda C. Smith, artistic director of the Repertory Dance Theatre, will discuss "Connecting Through Art: A Celebration of

Diversity with Dance." Location is Repertory Dance Theatre, 138 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com

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

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

Jan. 15, noon-1 p.m.

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

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

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

Jan. 16

ChamberWest Business Connections, a ChamberWest event featuring relationship-building, business connections and opportunities to present your business, and two 10-minute presentations. Free for members, \$5 for nonmembers. Details, including location information, are available at (801) 977-8755 or chamber@chamberwest.com.

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

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

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

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

Jan. 16, 6-9 p.m.

"Dominating Paid Search," a Utah Digital Marketing Collective event. Speakers are Gil Hong and Mark Gustafson. Location is Instructure, 6330 S. 3000 E., Suite 700, Salt Lake City. Free for members, \$20 for nonmembers. Registration can be completed at Eventbrite.com.

Jan. 17, 8 a.m.-noon

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

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

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

Jan. 17, 4-6 p.m.

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

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

Utah Economic Outlook & Public Policy Summit 2019, presented by the Salt Lake Chamber and Kem C. Gardner Policy Institute at the University of Utah. Keynote speaker is Ed Bastian, CEO of Delta Air Lines. Other activities include a 2019 economic outlook from economists, release of the Salt Lake Chamber CEO Outlook Confidence Index, presentation of the 2019 Economic Report to the Governor, Gov. Gary Herbert's economic vision for 2019, a 2019 legislative session preview from legislative leadership, and release of the Salt Lake Chamber's 2019 legislative agenda. Location is Salt Lake

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CALENDAR

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City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$85. Details are at slchamber.com.

Jan. 18, 11:30 a.m.-1:30 p.m.
“Innovation Series: The Future of Wi-Fi,” a Utah Technology Council event. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free. Registration can be completed at utahtech.eventbrite.com.

Jan. 19, 11:30 a.m.-2 p.m.
EO Utah Entrepreneur Speaker Series. Presenters are Scott Abbott, CEO, ProNexus; Juliana Lindsay, owner, Great Clips; Troy Skabelund, partner, Preferred CFO; Andrew Smith, CEO, Four Foods Group; and Cary Wasden, portfolio advisor, Andina. Location is Salt Lake Community College’s Miller Campus, Miller Free Enterprise Center, Auditorium 101, 9750 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

Jan. 20, 6-8 p.m.
Business Academy, a Utah Hispanic Chamber of Commerce

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

Jan. 21, 11:30 a.m.-1 p.m.
Business Plan Forum, a West Jordan Chamber of Commerce event. Greg Casset of the Zions Bank Resource Center will discuss how to start a business, create a business plan and succeed in business. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at westjordan-chamber.com.

Jan. 22, 10-11 a.m.
“The Art of Negotiation,” a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordan-chamber.com.

Jan. 22, 11:15 a.m.-1 p.m.
2019 Athena Leadership Award Ceremony and Luncheon, an Ogden-Weber Chamber of Commerce event. Location is the Timbermine Steakhouse, 1701 Park Blvd., Ogden. Cost is \$20. Details are at ogdenweberchamber.com.

Jan. 22, 11:30 a.m.-1 p.m.
Women In Business, a Sandy Area Chamber of Commerce event. Speaker is Katie Holland, founder and CEO of Illuminate. Location is Make-A-Wish Utah, 771 E. Winchester St., Murray. Early-bird cost is \$15 for members, \$20 for nonmembers. Details are at sandychamber.com.

Jan. 23, 8-9:30 a.m.
Chamber Launch, a Salt Lake Chamber networking event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Jan. 23, 8-9:30 a.m.
Legal Breakfast Briefing, an Employers Council event that is part of a five-briefing series designed to help company leaders face developing and pressing legal challenges with confidence. Sessions run throughout 2019. Briefing Jan. 23 is titled “Arbitration Agreements after Epic Systems Corp. v. Lewis.” Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99 (\$396 for all five). Details are at employerscouncil.org.

Jan. 23, 3-4:30 a.m.
“Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Location is the Women’s Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Jan. 24, 8-9:30 a.m.
“In the Know,” a Sandy Area Chamber of Commerce event featuring a panel discussing Utah’s air quality. Location is Scheels, 11282 S. State St., Sandy. Free. Registration can be completed at Eventbrite.com.

Jan. 24, 11:30 a.m.-1 p.m.
“How to Talk to Your Elected Officials,” a Salt Lake Chamber Small Business Forum event. Speakers are Councilwoman Aimee Winder Newton and Utah Sen. Dan Hemmert. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

Jan. 24, 3-4:30 p.m.
“It’s All in The Presentation,” a Women’s Business Center of Utah (WBCUtah) event focused on ensuring a company’s story is deeply engaging and that its presentation slides complement the pitch. Location is the Women’s

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

Jan. 24, 5-7 p.m.
Business After Hours, a Salt Lake Chamber event. Location is Kiln, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Cost is \$7 for early-bird members (ends one week prior to event), \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

Jan. 24, 6-9 p.m.
31st Annual “Share the Magic” Gala, a West Jordan Chamber of Commerce event featuring dinner, live entertainment, a silent auction and an awards ceremony. Location is The Gathering Place at Gardner Village, 1100 W. 7800 S., No. 24, West Jordan. Registration deadline is Jan. 18. Details are at westjordanchamber.com.

Jan. 24, 7-8:30 p.m.
Contactos, a Utah Hispanic Chamber of Commerce networking event. Location is Intermountain Medical Center, Building 6, Classrooms 3-4, 5121 S. Cottonwood St., Murray. Free for UHCC members, \$10 for nonmembers. Details are at <http://www.utahhcc.com/>.

Jan. 25, 9-11 a.m.
Pitch Clinic, a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

Jan. 25, 5-8 p.m.
RAPS Utah Chapter Kickoff and Networking Event, a Regulatory Affairs Professionals Society Utah Chapter event. Location is Merit Medical, 1600 W. Merit Parkway, South Jordan. Free for members, \$5 for nonmembers. Details are at <https://www.raps.org/events>.

Jan. 25, 6-9 p.m.
Business Awards Banquet, a Davis Chamber of Commerce event. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Details are at davis-chamberofcommerce.com.

Jan. 29, 8 a.m.-noon
“Key Utah Employment Rules,” an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

Jan. 29, 8:30-10:30 a.m.
“CEO Leadership Xchange: Better Relationships, Better Business,” a Utah Technology Council event. Speaker Jodi

Hildebrandt of ConneXions will discuss rigorous personal responsibility, and how each one of us can contribute to building a company culture dedicated to honesty, humility, connections and success. Location is 13693 S. 200 W., Suite 120, Draper. Free. Registration can be completed at utahtech.eventbrite.com.

Jan. 29, 11 a.m.-noon
Chamber Master Workshop, a Utah Hispanic Chamber of Commerce event for UHCC corporate sponsors. Event will focus on how to use new chamber management software and website. Location is Thomas S. Monson Center, Zions Bank Classroom A-B, 411 E. South Temple, Salt Lake City. Details are at <http://www.utahhcc.com/>.

Jan. 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, 8-10 a.m.
“Harassment Prevention Training for Employees” (Spanish), an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

Jan. 31, 10 a.m.-8 p.m.
Government Contracting, a U.S. Small Business Administration event. Location is the Wallace Bennett Federal Building, 125 S. State St., Room 2222, Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

Feb. 1, 8-10 a.m.
First Friday Face-to-Face, a West Jordan Chamber of Commerce business-to-business networking event. Location is the Megaplex Theatres at The

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CALENDAR

from page 12

District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at <http://firstfridaysnetworking.com/>.

Feb. 1, 8-10 a.m.

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

Feb. 1, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Craig Burnett, Murray City police chief, discussing "Crime Prevention in Murray City. Location is Mimi's Café, 5223 S. State St., Murray. Free unless ordering from the menu. Open to the public. Details are at murraychamber.org.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Feb. 7, 6-10 p.m.

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

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

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

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

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

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

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

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

"Grow Your Business: Phase II," a Small Business Development Center (SBDC) event. Location is the Orem

SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

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

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

Feb. 12, 10-11:30 a.m.

"How to Become a Leader People Will Follow," a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 8000 S., Redwood Road, West Jordan. Details are at westjordanchamber.com.

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

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

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

"Managing Conflict," part of Salt Lake Community College Workforce Training and Continuing Education's Frontline Leader Workshops series. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250 per course. Other series installments are "Effective Time Management," Jan. 16, 8 a.m.-4 p.m.; and "Project Management 101," March 13, 8 a.m.-5 p.m. Details are at (801) 957-5270.

Feb. 13, noon

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

Feb. 13, 5-7 p.m.

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

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

"Sweet Success: Growing Into Small Business," a

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

Feb. 14, 6-8 p.m.

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

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

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

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

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

Feb. 19-21

2019 Utah Safety Conference & Expo, presented by the Utah Safety Council and featuring keynote presentations, 40 breakout sessions, networking luncheons and an expo highlighting the latest in safety products and services. A half-day pre-conference about "Opioids in the Workplace" is scheduled for Feb. 19, noon-5 p.m. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Cost of opioid pre-conference is \$100. Conference cost by Jan. 11 is \$200 for members, \$300 for nonmembers (prices rise by \$50 after Jan. 11); \$50 for students. Details are at <http://www.utahsafetycouncil.org/content/2019-Utah-Safety-Conference-Expo.aspx>.

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

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

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Opinion

A deficit-happy government may lead to a financial crisis and 100% taxes

There are milestones you celebrate: a kid's first step, a round-numbered birthday, a marriage anniversary. And then there are the milestones you dread. Reaching \$22 trillion in national debt is one of them. We're slated to reach that number next month, yet nobody seems to care.

The \$22 trillion figure we'll soon hit is the total of \$16 trillion in public debt (what the government owes to domestic and foreign investors) and \$5.8 trillion in intra-governmental debt (the money it owes to other government accounts like Social Security). No matter how you look at it, it's by far the highest level of debt Uncle Sam has accumulated in peacetime. It's also shocking, considering the economy is growing faster than it has for a while. Even worse, there's no end of that red ink in sight.

It's truly scary how fast that debt is growing. At the end of George W. Bush's presidency, in January 2009, U.S. debt was \$10.6 trillion. Since then, we've more than doubled the national debt, adding \$11.2 trillion, or averaging more than a trillion dollars a year. Let me say that again: In the last 10 years, the federal government has accu-

mulated more debt than in its entire existence leading up to that period.

Also distressing is the bewildering lack of interest by both Republicans and Democrats to change the trajectory we're on. The simple reality is that the only way to make a course correction is to reform so-called entitlement spending — Medicaid, Medicare and Social Security — and nobody wants to do that.

Donald Trump, the Republican president, has said repeatedly that he won't touch Social Security and Medicare. Then there's the outgoing speaker of the House, Paul Ryan, the same guy who was so passionately sounding the alarm about the need to reform entitlement back in the 2000s. Yet he's done absolutely nothing on the issue ever since he became the head of the Republican House.

Ryan has, however, presided over a massive amount of spending increases and tax cuts while rejecting structural spending overhauls. The result is an annual deficit that ballooned from \$438 billion in 2015 to almost a \$1 trillion. Meanwhile, his caucus is always calling for more money for defense, more money for a wall and more

money for infrastructure. Nobody questions spending increases on other things like farm subsidies or food stamps, either.

On the other side of the aisle, the starlets of the Democratic Party support socialism and call for "Medicare for All" — a plan that moves all responsibility for America's healthcare spending onto the federal budget. And they ask for an expansion of Social Security benefits, 12 weeks of paid family leave, free college education, a federal bailout of all student loan debt and a guaranteed-jobs program. The Manhattan Institute's Brian Riedl did the math: The free college, healthcare, etc., would increase federal spending by \$42.5 trillion over the next decade. And that's on top of the additional \$12.4 trillion that the federal government is already projected to spend over that same period.

Riedl calculates how much additional taxes would be required to make this socialist dream come true. Even after making incredibly generous assumptions that would make the socialist plan cheaper, this added spending would require slapping an additional 100 percent tax rate on all corporate profits and a 100 percent tax rate on all wage incomes above the threshold of

\$92,000 for single taxpayers or \$150,000 for married couples. But even these impossibly high new levels of taxation wouldn't pay a single cent of our current projected debt accumulation.

Has everyone gone mad? Where are the adults in Congress? They're increasingly hard to find, and it's unfortunate because reality isn't negotiable.

Even if the Democrats fail to get their way in terms of socialist spending, our fiscal situation is disconcerting and getting worse by the day. Thanks to the baby boomers retiring and weighing more heavily on the system over the next 20 years, spending will explode, and so will the debt. Don't forget we're starting this ascension already \$22 trillion in the hole.

Under a best-case scenario, such a deficit-happy government can only lead to permanent low growth, a stifled entrepreneurial spirit and high unemployment. Of course, it could lead to a full-on debt-driven financial crisis, too.

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

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VERONIQUE
de RUGY

There's growing backlash to populism everywhere; Brexit is a good example

Emmanuel Macron has been the great hope for those who worry that global politics is being dominated by populism, nationalism and racism. In his presidential campaign last year, Macron was able to rally France around a message of reform and multilateralism, staying firmly wedded to the European Union and other international alliances and institutions. In November, he brought together 65 world leaders for a major gathering dedicated to global governance.

Now Macron has been humbled by the "yellow vest" street protests. He was forced to backtrack on some of his reforms and adopt new budget-busting subsidies in an attempt to mollify the mob. And there is the mess in Britain as it keeps trying (and failing) to Brexit, Italy's budgetary woes and the embrace of illiberal democracy in Hungary and Poland. It all adds up to a depressing picture of Europe and the West.

But are things really so gloomy? As Politico's Matthew Karnitschnig points out, support for the EU is at its highest in decades. And on closer examination, while the forces of populism continue to surge in some places, the story of the past few months has mostly been one of pushback. Consider Poland and Hungary, in many ways the poster children for the populist-nationalist movement. In Poland, efforts to reshape the country's Supreme Court ignited massive national protests and Europe's high court ordered that the move be reversed. Recently, Warsaw complied.

In Hungary, Prime Minister Viktor Or-

ban's latest authoritarian steps — changing labor law and judicial authority — have also triggered widespread protests, uniting the nation's opposition forces as never before. The street rebellion has the feel of a generalized opposition to the ruling party, which has predictably used tear gas on the mostly peaceful protesters, decried them as anti-Christian and accused George Soros of organizing the whole affair.

In France, news of Macron's demise is premature. Yes, his poll numbers are way down, but voters still prefer him to the far-right Marine Le Pen by a wide margin. He has a five-year term, his party controls the legislature, and most analysts agree that his reforms are inevitable if France is to compete for investment and generate growth. He may end up a one-term president, but he will still have spearheaded the most important changes in France in a generation.

In Italy, the new coalition government had introduced a populist budget that promised a universal basic income and early retirement, only to meet the steely opposition of the European Union. And it was the populists who blinked. Rome retreated from those populist measures and announced a budget conforming to the guidelines set by Brussels. It feels like a flashback to 2015, when Greek populists were compelled to enact the very program they campaigned against.

Britain remains more complicated, but the basic story is that every time the country comes close to actual Brexit, it pulls back,

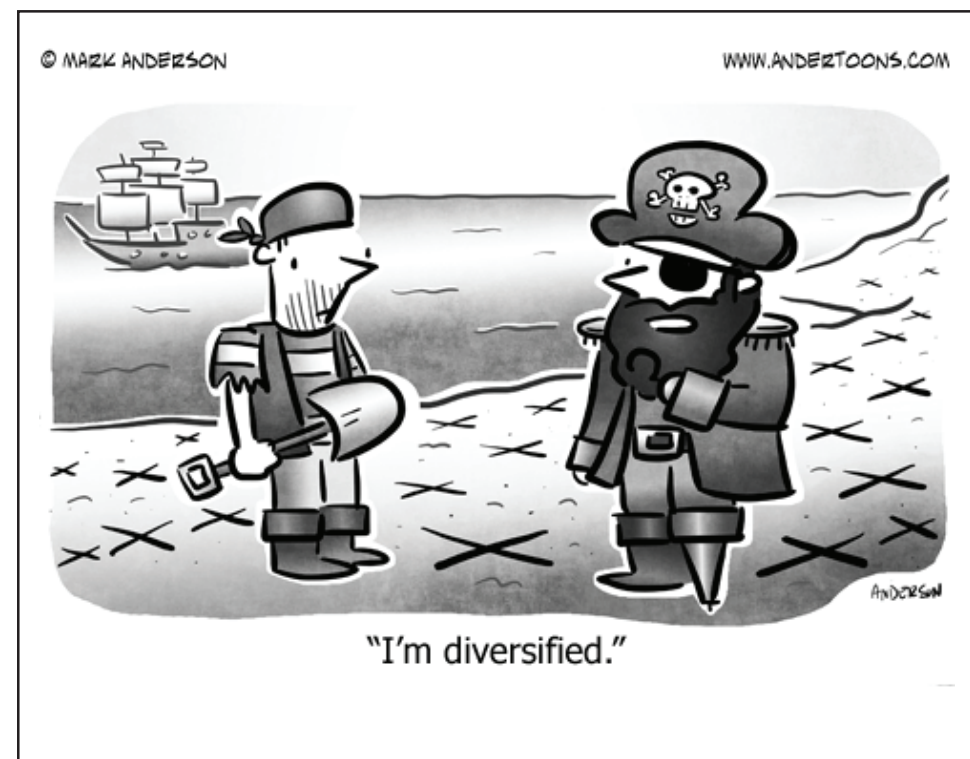
appalled by the costs. Prime Minister Theresa May has tried to do a soft Brexit and while the compromise has earned her the scorn of the hardline Brexiteers, they cannot topple her. Perhaps they don't want to because then they would be saddled with May's impossible task. Proponents of Brexit sold the country a fantasy that it could get the benefits of access to the European Union's market without the costs of having to obey its rules. As time passes, more and more Britons are coming to realize that they cannot have their cake and eat it, too.

And finally, look at the United States, where a president who proudly embraces populism and nationalism reigns. In November, the Democratic Party had its strongest gains in the House of Representatives since the Watergate wave of 1974. Pres. Donald Trump has faced additional resignations from important members of his administration — some under ethical clouds, others tired of the chaos. Most significant,

see ZAKARIA page 18



FAREED
ZAKARIA



Opinion

Let's take on the insurance industry, hospitals and doctors to fix healthcare

"In a democracy, the frequent imbecility of decision-making is a vice we are all willing to live with because of democracy's great virtue and its many and constant feedback loops that allows idiotic policies to be reversed or ameliorated." *Wall Street Journal*, "A Kavanaugh Hearing Without Facts Would be a Sham," Sept. 21, 2018.

Now, I am not saying that my liberal breakfast friends are idiots or imbeciles but they surely know how to put a guy down. I recently entered the restaurant with joy in my heart, having just finished my morning orange, giving our dog his drops and getting out of the house without hearing about Trump, when all hell broke loose. "Our country is going down the drain because Medicare copays are going up." This was the conversation that greeted me as I sat down.

I like to think of myself as an expert in Medicare since I've been involved in it

for 18 years and during that time, I have never been concerned about Medicare copays. In fact, I have considered them to be ridiculously on the low side.



ROBERT PEMBROKE

It is an economic fact that the lower the price, the higher the demand — and this works in most cases. But when it comes to healthcare, it has caused a distortion in the market. When you only have to pay \$8 for your meds or \$40 for a physical, there just might be a tendency to overuse the products or the services.

This overutilization has contributed to the cost of healthcare in America being twice as much as healthcare in other developed countries.

Seven years ago, I started a crusade to lower the cost of healthcare to owners of small businesses. I formed a nonprofit, raised a few bucks and began jousting with the healthcare industry and, like Don Quixote, I not only lost the battle, I was humiliated. But I learned a lot and I think that a

concerted effort by business owners cannot only reduce their cost of healthcare, it can make our country more competitive in the global marketplace.

Over 160 million Americans have healthcare plans that are provided to them by their employers. Most of these Americans also are owners of stock. When you connect the two, you have the making of a very powerful coalition that has the ability to make changes. All that needs to be done is to make this coalition believe that it can do it and then America will thrive.

In 1890, the Sherman Antitrust Act was passed almost unanimously by Congress to prevent restraint of trade and abuse of monopolies' power. What America needs now is an updated Sherman Antitrust Act that goes after the very small number of corporations that control the healthcare industry.

The key antagonists are the insurance industry, the hospitals and the doctors. It's amazing that so few players can dominate 20 percent of America's GDP and they are not going to be happy campers when we

cut their revenues by 30 percent to 40 percent.

I'll tell you what I am going to do. If I can get a few concerned citizens to join me, we will reinstate the nonprofit and try and get those who have employer-sponsored health plans and own stock in American corporations to come and joust with me and take on that giant windmill called healthcare. The name of the nonprofit will be "The Forgotten Electorate."

When I previously started the nonprofit, which I also called "The Forgotten Electorate," I solicited help from my liberal friends in the breakfast club. This was a big mistake which not only cost me money, it also cost me a loss of confidence.

This time I am asking you to join me in trying to straighten our healthcare mess. If you are interested, contact me at pembroke894@gmail.com.

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



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CALENDAR

from page 14

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

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

Feb. 20, 9 a.m.-noon

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

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

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

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

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

Feb. 20, 6-9 p.m.

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

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

"HR Amplified: MOKRs," a Utah Technology Council (UTC) event. Speaker is Robert C. Bell, co-founder and president of Sustainable Startups and E4ALL and cofounder and partner at Investable.

ZAKARIA

from page 16

there are now 17 separate investigations into Trump and his associates, some of which have already produced indictments. And that does not include the series of congressional inquiries certain to begin once the Democrats take control of key committees in the House. For two years, Republicans have ruled Washington, giving them control over all information from government sources and all powers of subpoena and oversight. That ended Jan. 3.

I don't mean to minimize the populist wave that is still coursing through the West and other parts of the world. But concern should not give way to despair. There are many people in every country who oppose the politics of anger and identity. They are also strong. They need to run fast but not run scared.

Fareed Zakaria's email address is comments@fareedzakaria.com.

Location is the UTC, 13693 S. 200 W., Suite 120, Draper. Registration can be completed at Eventbrite.com.

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

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

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

Annual Legislative Breakfast, a Murray Area Chamber of Commerce event. Location is Intermountain Medical Center, 5121 S. Cottonwood St., Murray. Details are at murraychamber.org.

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.

Feb. 26, 10-11 a.m.

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

Feb. 26, 11:15 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at ogdenweberchamber.com.

Feb. 28-March 2

2019 Entrepreneur & Investor Summit, produced by BioUtah and the Center for Technology & Venture Commercialization at the University of Utah. Event includes keynote speeches from entrepreneurs and industry executives, pitches from emerging bioscience startups, and investor presentations. Feb. 28 features a VIP dinner (by invitation only) at the Cleone Peterson Eccles Alumni House, University of Utah, 155 Central Campus Drive, Salt Lake City. March 1 features the summit at the same location (agenda to be announced). March 2 is a ski day. Details to be announced.

Feb. 28, 11:30 a.m.-1 p.m.

VENT, presented by the Women's Business Center of Utah and part of a speaker series of entrepreneurs sharing stories of their failures in business and what they learned from them. Location is DevMountain, 341 Main St., Salt Lake City. Cost is \$5. Details are at slchamber.com.

Feb. 28, 6-8 p.m.

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location is 2722 S. Redwood Road, Suite 100, Salt Lake City. Free for UHCC members, \$10 for nonmembers. Details are at <http://www.utahhcc.com/>.

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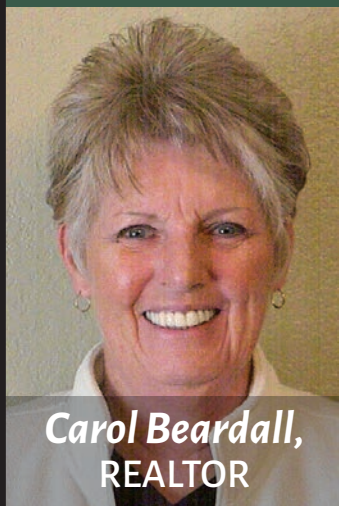
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Although skilled construction volunteers are our first priority, we will be adding a limited number of unskilled volunteers to each team. All volunteers accepted for this assignment will be flown commercially from an airport near their home to an airport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

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

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

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

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.



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Caring for Utah's future drives us. That's why at Rocky Mountain Power we're pleased to partner with businesses like these to make them more energy efficient and sustainable. Together, we have the power to help our local economy thrive, and make our communities better.

- Casper's Ice Cream, makers of the famous FatBoy®, improves the efficiency of their refrigeration equipment and lighting to save more than \$75,000 annually.
- Maverik completes renewable and energy efficiency projects and adds electric vehicle charging stations across Utah with help from Rocky Mountain Power.
- Iron County School District improves comfort and saves \$46,000 annually through wattsmart® energy-efficient cooling upgrades.

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