

OF NOTE



America's top big airport

Salt Lake City International Airport ranked best among U.S. airports with over 100,000 flights per year, according to a new report from charter provider Stratos Jets. The ranking is based on such key metrics as on-time departures and passenger satisfaction. The airport ranked No. 3 among all 360 airports rated, including those with many fewer flights.

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The third season of the popular CW television series "The Outpost," starring Jessica Green as Talon, will begin shooting in Springville in March. The production received an incentive from the Governor's Office of Economic Development (GOED) in January. But GOED officials and board members are worried that potential legislative changes to the Utah film incentive program could damage the film industry in the state.

State officials worried about proposed film rebate cuts

Brice Wallace
The Enterprise

Utah's film industry could be hampered in the future if the state Legislature makes significant changes to the state incentive program designed to boost the number of productions in the state and the money they spend in Utah.

Currently, film and TV productions can get either a tax credit or cash rebate on

money they spend in the state. The tax credit program has a \$6.79 million annual allocation and the cash rebate program — generally for smaller-budget films — has \$1.5 million.

But a proposal in the Legislature would cut the rebate program to \$700,000 annually. And that has officials at the Governor's Office of Economic Development (GOED),

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Silicon Valley Bank expanding its Cottonwood Heights operation

Brice Wallace
The Enterprise

A bank already with a Utah presence will expand and add up to 116 jobs over the next three years.

SVB Financial Group's expansion in Cottonwood Heights will be aided by a tax credit of up to \$346,714 that was approved by the Governor's Office of Economic Development (GOED) board at its February meeting.

SVB Financial Group, based in Santa Clara, California, is a financial services and bank holding company for Silicon Valley Bank that offers banking and financial products. The company focuses on certain industries: hardware and infrastructure, software and Internet, life science and healthcare, energy and resource innovation, private equi-

ty and venture capital, and premium wine. SVB also provides private banking services for high-net worth individuals. The company has helped fund more than 30,000 startups and has over \$68 billion in assets.

SVB has 29 offices in the U.S. and operates worldwide. It opened its first Utah location in 2005 and has about 120 full-time employees in Cottonwood Heights. It supports Utah-based technology and life science companies as well as global operations for the company.

The new project includes an expansion of its private banking division. Utah faced competition from other Silicon Valley Bank locations in the U.S., including Tempe, Arizona.

"We're pleased to expand our pres-

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'Silicon Slopes East' launching in Carbon, Emery

A new chapter of Wasatch Front-based Silicon Slopes, the nonprofit organization that promotes Utah's startup and tech community, is being launched in Carbon and Emery counties. The creation of the chapter has been a primary focus of the Utah Coal Country Strike Team, an effort to revitalize Eastern Utah's adversely impacted coal-producing areas initiated by the Kem C. Gardner Policy Institute a little over two years ago.

The new entity will go by the name Silicon Slopes East. Two Eastern Utah technology companies have signed on as charter members of Silicon Slopes East. Intermountain Electronics and Emery Telecom are leading the effort, according to a release from the Southeastern Utah Association of Local Governments (SEUALG), another major force in the creation of the new organization.

"It is with great excitement that we announce the official beginning of the Silicon Slopes East chapter in Carbon and Emery counties," said Clint Betts, Silicon Slopes executive director.

Carbon and Emery Counties have been known for over a century as the energy hub for the Utah, mainly based on coal mining. With the changing emphasis on coal and the resulting economic downturn, Eastern Utah business leaders have looked to diversification, including a new emphasis in technology.

Bobby Houston, director of mission critical operations with Intermountain Electronics in Price and a co-chair of Silicon Slopes East, said, "Our company is a great example of the shift to tech-related services because we have been building electrical systems for coal mines and now we are constructing equipment for major data centers."

"We are proud to be a founding member of Silicon Slopes East," said Brock Johansen, Emery Telcom CEO. "Being in the tech industry for many years, we are willing to guide the way for other companies in Carbon and Emery counties. With Emery Telcom's full fiber-to-the-premise network in the two counties, we are poised to take advantage of these opportunities."

"It's been an exciting couple of years of planning," said Mayor Michael Kourianos of Price, "and it's even more exciting to see the plans start to come to fruition."

Mayor Danny Van Wagoner of Castle

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REBATES

from page 1

which administers the program through the Utah Film Commission, worried. They also are concerned about lawmakers' misunderstanding of the value of the film incentives overall.

Virginia Pearce, director of the film commission, told the GOED board at its February meeting that while the tax credit incentives generally help big-budget productions, the rebate program helps those that spend anywhere from \$20,000 to \$500,000 in Utah.

"But there's still a need to support those projects because of the way it encourages the pipeline, the workforce, and for all the same reasons we want to support 'local' across the board," she said, adding that she would like for GOED to have the flexibility to award the cash rebate incentive for productions spending more than \$500,000 in the state.

SB81, sponsored by Sen. Daniel Thatcher, R-West Valley City, would do just that. As of last week, it had just started its path through the legislative process.

Utah's film incentive program is relatively small when compared to its closest competitors for film and TV productions: New Mexico, which has a \$100

million annual film incentive program, and Vancouver, British Columbia, which can offer \$400 million in tax credits, she said.

"We are able to compete with (them) because we have locations, we have a studio, we have really fantastic crew that know what they're doing [and] been in the industry a long time," she said. "But it does come a point where, as we are right now, where demand exceeds supply. So, we're in a lull right now because we don't have the funds to support [them]. We're turning away business more than we'd like right now."

Pearce pointed to updated figures from a Kem C. Gardner Policy Institute study demonstrating the success of the film incentives. In fiscal year 2015, a total of \$4.15 million in incentives were awarded, leading to those productions spending \$19.4 million in Utah. In fiscal 2018, \$14.16 million in incentives led to in-state spending of \$78.4 million. The number of jobs tied to incentivized productions grew from 448 to 2,554 during that time. New state GDP rose from \$29.8 million to \$201 million.

Complicating matters is the gauge used to measure the effectiveness of the film incentive program. Most other GOED incentives are tied to a return on investment, in the form of new state tax revenue that an incentivized project generates. By statute,

that's not the case with film incentives, which instead use the amount of money that productions spend in Utah as its measurement.

"The program is not set up to make money for the state" in taxes, she said. "The program is set up to allow us to compete in the film production industry."

"The legislators I've talked to, what's really discouraging is that they're basically saying that all the incentive programs, including films, should be based upon a return on investment, which means new state [tax] revenue," said Jerry Oldroyd, GOED board chairman. "This program was never designed that way. It was never intended to generate new state revenue. It does have a significant economic impact, as the policy institute shows. But I don't know that they ever understand that. If this is reduced to new state revenue, there will be no film incentive in Utah."

Changes to the film incentive program could have severe and long-standing effects, GOED officials and board members said. The impacts could be acute in rural Utah, Pearce said.

"It's not a program that helps the state income tax coffers. In 2018, over half of the money was spent in rural Utah," she said. "So that money is getting out in the community, it's paying for businesses and supporting businesses that are all over this state. Local legislators do understand that because they see the impact. When you spend a million dollars in Moab in two months, you see it. You see it automatically."

Val Hale, GOED's executive director, noted that a film shown at the Sundance Film Festival this year was shot in Kanosh in Millard County. "What bigger economic impact is Kanosh going to have this year than producing a big film?" Hale asked.

Oldroyd worried about potential cutbacks hurting Utah's tourism industry. GOED officials for years have pointed out the benefits to tourism springing from films being shot in the state but also have acknowledged the difficulty in measuring those benefits.

"You look at what's happened in Moab because of the film industry and other things. It has a dra-

matic impact," Oldroyd said. "One of the best examples is East High School became a tourist attraction" after the "High School Musical" productions were shot there, he added.

Mel Lavitt, chairman of the GOED board's incentives committee, said Utah is "at a crossroads," with any legislative changes potentially hurting the state's film industry and the Utah Film Studios in Park City.

"It took a long time to get where we got, with major projects here," he said. "If we don't get not only the money we used to get, but more, we're out of business, and the film studio is out of business."

Utah also could lose talent to other locations with stronger incentive programs, Oldroyd said. Utah's film incentives have helped "to train them, help them, develop them, and keep them in work," he said. "We're beyond that now. But what happens to that same group of people if we don't have the film incentive? They start going to California, New Mexico and Vancouver. That's the problem. We lose a good portion of that industry."

Christensen tabbed to head VentureCapital.org

VentureCapital.org, a non-profit organization that helps entrepreneurs through the venture capital financing process, has named Trent Christensen as CEO. Based in Salt Lake City, VentureCapital.org was originally organized as the Wayne Brown Institute in 1983.

Christensen came to VentureCapital.org from Zions Bank,

where he was vice president of community development, overseeing a \$1.3 million budget for fostering entrepreneurship throughout the state. Before that, he was the director of the Orrin G. Hatch Foundation and oversaw all administrative and fundraising operations, including the establishment of the Hatch Center for Legislative and Public Policy Studies. He was

also the regional finance director for the 2012 Romney for President campaign.

He graduated magna cum laude from the J. Reuben Clark Law School at Brigham Young University, where he served on both the BYU Law Review and the BYU International Law and Management Review. He formerly practiced law in Boston.

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Instructure seeks CEO, Goldsmith resigns

Instructure, a Salt Lake City-based developer and marketer of learning software, has announced that CEO Dan Goldsmith has resigned. The company has formed an interim "office of the CEO" made up of senior executives that will lead the business until a successor can be named after Goldsmith leaves on March 6.

"The board of directors is grateful to Dan for his strategic guidance and leadership during his time at the company," said Josh Coates, executive chairman of the board. "We wish him all the best in his future endeavors."

The board will hire an executive search firm to assist in its process to evaluate candidates to succeed Goldsmith, Coates said.

"It has been a privilege to work with such amazing customers, partners and employees,"

said Goldsmith. "Over the past two years, we have re-oriented the business to focus on innovation, growth and customer success while making the hard, but necessary, decisions to prepare for a bright future."

During his tenure at Instructure, Goldsmith implemented a strategy that moved the company past the \$250 million annual revenue milestone in 2019. Instructure achieved positive free cash flow for the first time in its history and implemented business plans focused on achieving profitability. Goldsmith also directed the acquisitions of MasteryConnect and Portfolium.

Founded in 2008, Instructure employs over 1,200 people and more than 30 million people use the company's computer learning products.

Smith named president of Manly Bands

Manly Bands, a Vineyard-based company that manufactures and markets wedding rings specifically for men, has named Marshall Smith as the company's new president. The appointment was announced by co-founders Johnathan Ruggiero and Michelle Luchese, who started the company in 2016.

As president, Smith will be responsible for leading Manly Bands' growth, including domestic and international expansion online and offline as a direct-to-consumer provider of men's wedding rings.

"Marshall's financial and business acumen, integrity and commitment to further strengthening our incredible team will help us continue to grow and become a household brand name for men's wedding and fashion rings," said Ruggiero. "His experience, along with his exceptional personal character, have made him a natural fit for Manly Bands."

Smith has been involved in the operations of multiple Utah companies for the past 20 years, most recently as the chief op-

erating officer of e-commerce shoe retailer Taft Clothing.

"I'm very excited to be joining a company which is disrupting an entire industry that is in dire need of a change," said Smith. "Just as Allbirds is disrupting the shoe industry, and Warby Parker is improving the eyewear customer experience, Manly Bands is changing the men's ring and wedding bands market like no company before them."

Manly Bands sold over 65,000 rings in 2019, with revenue in excess of \$13 million.

SBA, Black Chamber agree to join to help minority businesses

The U.S. Small Business Administration Utah District Office and the Utah Black Chamber have agreed to combine resources to better help African American and other minorities, as well as veterans and women-owned businesses in the development, formation and growth of small businesses. The two organizations recently signed a strategic alliance memorandum (SAM) to mark their cooperation.

"Partnering with the Utah Black Chamber will offer the African American and black community more efficient access to the mentors, training, tools and networking that will help them achieve their long-term entrepreneurial goals," said Marla Trollan, SBA Utah district director.

The partnership between the SBA Utah District Office and the Utah Black Chamber will allow members of the chamber to take advantage of a complete suite of services that walks an entrepreneur through the complete business life cycle — from formation and launch to exit strategy, the SBA said in a release. Linked by a common mission, both organizations provide business training, expanded access to capital, technical support, paths to procurement opportunities, networking and information-sharing, all with the goal of strengthening small

businesses within their shared communities.

"We believe that our coordinated efforts will provide significant results for those who are starting and growing small businesses in the black small-business community and we are very excited about this new partnership," said Trollan.

According to the founder of the Utah Black Chamber, James Jackson III, the chamber welcomes this partnership with the SBA to create more opportunities for Utah's black small-business community, as members build upon their experiences, networking and training to become successful. "This partnership with the SBA will allow us to become more resourceful to our members and community, as the SBA gives us access to its resources throughout Utah to better educate and elevate Utah's small black businesses," he said.



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CORPORATE FINANCIAL REPORTS

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

Extra Space Storage

Extra Space Storage Inc., based in Salt Lake City, reported funds from operations (FFO) attributable to common stockholders and unit holders of \$175 million, or \$1.26 per share, for the fourth quarter ended Dec. 31. That compares with \$162.3 million, or \$1.20 per share, for the same quarter a year earlier.

Net income attributable to common stockholders was \$112.3 million, or 86 cents per share. That compares with \$101.5 million, or 80 cents per share, for the same quarter a year earlier.

Same-store rental revenues totaled \$259.5 million in the most recent quarter, compared with \$253 million in the year-earlier quarter.

For the full year 2019, the company reported FFO of \$667.9 million, or \$4.84 per share. That compares with \$623 million, or \$4.62 per share, for the 2019.

Net income in 2019 totaled \$420 million, or \$3.24 per share. That compares with \$415.3 million, or 80 cents per share, for 2018.

Same-store rental revenues totaled \$1.03 billion in 2019, up from \$998 million in 2018.

Extra Space Storage is a real estate investment trust (REIT) that owns and operates self-storage facilities.

"Extra Space delivered another solid year of performance despite significant new supply," Joe Margolis, CEO, said in announcing the results. "Same-store revenue increased 3.5 percent, same-store NOI (net operat-

ing income) increased 2.9 percent, and core FFO per share increased 4.5 percent year-over-year, demonstrating the strength of our diversified portfolio.

"The fourth quarter marks the end of not only another good year, but an incredible decade of performance. During that time, Extra Space Storage provided the highest total 10-year return of any publicly traded REIT, and one of the highest total returns of any company in the S&P 500."

Nu Skin

Nu Skin Enterprises Inc., based in Provo, reported net income of \$40.1 million, or 72 cents per share, for the fourth quarter ended Dec. 31. That compares with a net loss of \$17.8 million, or 32 cents per share, for the same quarter a year earlier.

The prior-year quarter included a \$1.37 earnings-per-share impact for impairment and restructuring.

Revenue in the most recent quarter totaled \$583.4 million, down from \$683.3 million in the prior-year quarter.

For the full year 2019, the company reported net income of \$173.6 million, or \$3.10 per share, on revenues of \$2.42 billion. That compares with \$121.9 million, or \$2.16 per share, on revenues of \$2.68 billion in 2018.

Nu Skin develops and distributes a line of beauty and wellness solutions through a global network of salespeople in Asia, the Americas, Europe, Africa and the Pacific; and includes Rhyz, a strategic investment arm that includes a collection of sustainable manufacturing and technology innovation com-

panies.

"In the fourth quarter, our business performed in line with expectations," Ritch Wood, CEO, said in announcing the results. "Our customer base remained relatively strong; however, our sales leader count was down in the quarter, primarily driven by a decline in Mainland China. We held a global convention in October, which generated enthusiasm among our worldwide sales force. Additionally, we reported 24 percent growth in our manufacturing entities, an area where we see strong opportunities for continued expansion."

Pluralsight

Pluralsight Inc., based in Farmington, reported a net loss of \$32 million, or 31 cents per share, for the fourth quarter ended Dec. 31. That compares with a loss of \$16.3 million, or 26 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$88.8 million, up from \$67.3 million in the prior-year period.

For the full year 2019, the company reported a net loss of \$112.7 million, or \$1.19 per share, on revenue of \$316.9 million. That compares with a loss of \$173.4 million, or 72 cents per share, on revenue of \$232 million in 2018.

Pluralsight is an enterprise technology skills platform company that offers on-demand access to a digital ecosystem of learning tools.

"Pluralsight's fourth quarter capped off a strong second half to the year, further demonstrating that the operational improvements we implemented in the second half of 2019 are

working and laying the foundation for durable, long-term B2B billings growth above 30 percent," Aaron Skonnard, co-founder and CEO, said in announcing the results. "We began 2020 with nearly a million business users and 18,000 business customers and are on track to carry the momentum from the second half of 2019 through 2020."

Huntsman

Huntsman, with main offices in Salt Lake City and Texas, reported net income of \$308 million, or \$1.34 per share, for the fourth quarter ended Dec. 31. That compares with a net loss of \$315 million, or \$1.43 per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$1.66 billion, down from \$1.82 billion in the prior-year quarter.

For the full year 2019, the company reported net income of \$598 million, or \$2.44 per share, on revenue of \$6.8 billion. That compares with \$650 million, or \$1.39 per share, on revenue of 7.6 billion in 2018.

Huntsman manufactures and sells differentiated organic chemical products worldwide. The company operates in four segments: polyurethanes, performance products, advanced materials and textile effects.

"2019 was a memorable year for Huntsman, with several milestones achieved that significantly strengthened the company for years to come," Peter R. Huntsman, chairman, president and CEO, said in announcing the results.

"The biggest milestone was the \$2 billion divestiture of our chemical intermediates and surfactants businesses, which significantly reduces our upstream footprint. The proceeds from this sale have further

fortified our investment-grade balance sheet and enhances our ability to focus on and grow our core downstream businesses. Additionally, we acquired the remaining 50 percent investment in our Maleic Anhydride joint venture from Sasol; we opened a new polyurethanes system house in Dubai; and in early December we announced the agreement to acquire Icyne-Lapolla, which will double the size of our existing high-growth spray foam business."

Huntsman said "the economic headwinds remain as we enter the year, making earnings growth more of a challenge. However, with our strengthened balance sheet and strong downstream platforms for further growth, I see far more opportunities than challenges before us as we pursue multiple opportunities to create further shareholder value."

Health Equity

Health Equity Inc., based in Draper, revised its previously provided outlook for the fiscal year ended Jan. 31, saying it expected net income between \$39 million and \$41 million, and revenue in the range of \$530 million to \$532 million.

HealthEquity is the nation's largest health savings account (HSA) non-bank custodian.

"Our newly expanded footprint began to drive year-end sales results, including a remarkable record setting 724,000 new HSA openings and 24 additional network partners in fiscal 2020," Jon Kessler, president and CEO, said. "HSAs topped 5.3 million and total accounts reached 12.8 million. We enter fiscal 2021 with our largest balance of HSA assets ever, as they grew by \$3.4 billion in fiscal 2020. We are well-positioned to continue outpacing the market and providing remarkable purple service to our partners and members in fiscal 2021 and beyond."

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SV BANK

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ence in Utah with the support of the Governor's Office of Economic Development," Phil Cox, chief operations officer of Silicon Valley Bank, said in a prepared statement. "At SVB, we have the opportunity to grow and collectively make an impact on the world by supporting the innovative clients and communities SVB serves. We look forward to welcoming local talent primarily to our global operations; private bank; and wealth advisory, risk and IT teams."

Tom Wadsworth, GOED associate managing director, noted that SVB received an economic development tax incentive financing (EDTIF) incentive in 2005, becoming the first company to do so following the creation of the EDTIF program.

"The project that we have before us is one we've been working on with the company and with their site selection team for a number of years now," Wadsworth told the GOED board. "They're going to be expanding their global operations team that they have here, as well as some private banking positions. It's extremely exciting

for Utah. We've had a number of opportunities in the past to compete and we haven't necessarily been able to land those projects, but we're excited that we're able to land this one here."

The \$4.8 million project is expected to generate nearly \$32 million in wages over three years and state tax revenue of over \$2.3 million during that period. The new jobs are expected to pay an average of \$138,000.

"We're really excited about what this means, not only for financial services in the state, for technology companies in the state, but for Cottonwood Heights as well," Wadsworth said. He noted that the project "checks all the boxes" GOED considers, including a significant number of high-paying jobs, local community support and competition from other locations. "So this one is right in our wheelhouse," he said.

Brent Dewsnup, senior director of operations for the company, said the Cottonwood Heights operations include a business relationship team, credit solutions team, technology groups, a global operations group, and teams focused on product development, plus the company's head of cybersecurity. The company's growth focus is

on a group to support the private banking portion of the business.

"They've long been a great corporate partner for us and we're excited to continue that relationship," Mike Johnson, community and economic development director for Cottonwood Heights, told the GOED board. "They've done work with other businesses within Cottonwood Heights in financing and helping those businesses grow. Sometimes they grow and get too big and they move out, and we're glad to see that isn't the case here [with SVB] and they're reinvesting in our city and continuing that strong partnership that we've enjoyed for years."

Jerry Oldroyd, chairman of the GOED board, said the project "is a real opportunity" for Utah, benefiting both the technology and financial services communities. "They've been important to both elements in Utah," Oldroyd said, "but that expansion just reinforces the strength of our technology and financial services industry."

"The expansion of Silicon Valley Bank in Cottonwood Heights will create many high-paying jobs well above the average county wage," Val Hale, GOED's executive director, said in a prepared statement. "The compa-

ny will also support many Utah-based technology and life science companies. We are excited to have a Silicon Slopes location of Silicon Valley Bank in Utah and wish them success as they continue to grow."

"Utah employs more than 82,100 people in financial services and has experienced employment growth of 20.8 percent

in the financial services industry over the last five years," said Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah. "This is comparable to our fast-growing tech industry. Silicon Valley Bank straddles both sectors, and we're gratified they are expanding here to capitalize on the 'Utah opportunity.'"

SLOPES EAST

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Dale said, "Silicon Slopes East really piqued my interest. In a community that sees a lot of remote workers that like to come to Emery County to climb, boulder and recreate, we need to adapt to support the remote working economy."

Carbon County Commissioner Tony Martines added, "For many years Carbon County has been lush with mineral lease money. Now as that money isn't as constant as it once was, I am grateful that the businesses are now being innovative and diversifying products and services."

Emery County Commissioner Kent Wilson said, "There are two types of industries in the tech

world: software and hardware. Coal Country is building the hardware that many software companies are using."

"The Southeastern Utah Association of Local Governments is excited to be a part of this great endeavor," said Geri Gamber, the organization's executive director. SEUALG has been selected to manage the new Silicon Slopes chapter.

Silicon Slopes East has scheduled a launch event on March 4 beginning at 10 a.m. at Utah State University Eastern (410 E. 400 N. in Price). Reservations for the event can be made with Jade Powell, SEUALG community development program manager and Coal Country Strike Team coordinator, at (435) 613-0022 or by email at jpowell@seualg.utah.gov.

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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.

DIVIDENDS

• The board of directors of **Extra Space Storage Inc.**, Salt Lake City, has declared a quarterly dividend of 90 cents per share on the company's common stock for the 2020 first quarter. The dividend is payable March 31 to stockholders of record March 16. The company is a real estate investment trust that owns and/or operates 1,817 self-storage properties. It is the second-largest owner and/or operator of self-storage properties in the United States and is the largest self-storage management company in the nation.

• The board of directors of **Nu Skin Enterprises Inc.**, Provo, has increased the quarterly cash dividend to 37.5 cents from the previous 37 cents per share. The dividend is payable March 11 to shareholders of record Feb. 28. It is the 19th consecutive year that the company has increased its dividend. Nu Skin develops and distributes a line of beauty and wellness products through a network of sales leaders in Asia, the Americas, Europe, Africa and the Pacific; and has Rhyz, a strategic investment arm that includes a collection of sustainable manufacturing and technology innovation companies.

EDUCATION/TRAINING

• **Utah State University** is collaborating with two other universities and the **Outdoor Industry Association** to create a suite of continuing education certificates set to be unveiled

this year. The **Outdoor Industry Business Certificate (OIBC)** program is designed to aid industry professionals looking to further their industry knowledge, or for people interested in pursuing a career in the outdoor industry. In addition to USU, the University of Colorado Boulder and Western Colorado University are developing the online-based and self-paced, noncredit certificates that will focus on the association's three primary areas of focus: public policy, increasing outdoor participation and sustainable business innovation. Utah State's OIBC will focus on sustainability in product design and supply chain. USU's involvement with the association is the result of a joint effort by USU Online and USU Extension to develop and launch new educational opportunities for individuals already in the workforce. All certificates in the OIBC suite will be comprised of four non-credit courses, each led by experienced university faculty. The University of Colorado Boulder's OIBC will focus on environmental policy and stakeholder engagement related to the outdoor industry, while the Western Colorado University certificate will concentrate on responsible business in the outdoor industry. Details are at outdoorindustry.org/OIBC.

HEALTHCARE

• **MedLite ID**, a St. George-based medical device manufacturer partnered with Notre Dame and Dixie State universities, has appointed **Dr. Wayne Provost**



Wayne Provost



Steven Savage

Jack Friedman



Jack Friedman

as chairman of its board directors, hired **Steven Savage** as chief operating officer/ chief financial officer, and added **Jack Friedman** to the board of directors. Provost is the inventor/founder of MedLite ID. He is associated with more than 100 patents ranging from mechanical devices, dental products, medical devices and medical software products. He has served on the company's board since its inception. Provost founded the Innovation Guidance and Solutions Department at Dixie State University and currently is director of that program. MedLite ID was the first product to be commercialized out of that program. Savage most recently was CEO of Executive Performance Group, where he focused on group organizational performance. Friedman was a senior vice president of accountable care services and payer relations for Providence Health & Services and CEO of Providence Health Plan.

• **Cimarron Healthcare Capital (CHC)**, a Salt Lake City-based, healthcare-focused private equity firm, has sold its ownership stake in **Linen King** to **Seaport Capital**. Financial terms were not disclosed. Based in Tulsa, Oklahoma, Linen King provides outsourced healthcare laundry services to hospitals and healthcare facilities across the mid-South. **Stephens Inc.** served as a sell-side advisor to CHC on the transaction. **Morgan Lewis & Bockius** served as CHC's legal counsel.

MANUFACTURING

• **Varex Imaging Corp.**, Salt

Lake City, has announced that **Clarence Verhoef** has told the company he intends to retire as senior vice president and chief financial officer. Verhoef, 64, will remain in his current role until a successor is named, which Varex expects will occur during fiscal year 2020. Verhoef will continue to manage the company's finance team and public company filing requirements while the company conducts a search for his replacement and will assist with an orderly transition of his responsibilities. Verhoef has been with the company 14 years. Varex designs and manufactures X-ray imaging components.

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PHILANTHROPY

• **DoTerra**, a Pleasant Grove-based health and wellness company, recently announced \$300,000 in financial and product donations to areas in China most impacted by the coronavirus. The company made a cash donation to the Shanghai Charity Foundation through the Hubei Charity Foundation to purchase protective gear for front-line medical staff. DoTerra also sent product donations to Shanghai Zhabei Central Hospital and Shanghai Children's Medical Center, and protective eye gear to the Shanghai Ruijin Hospital.

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REAL ESTATE

• **CareTrust REIT Inc.**, based in California, has acquired **Barton Creek Senior Living**, a 62-unit assisted living facility on the campus of Lake View Hospital in Bountiful, Utah in an off-market transaction. The Barton Creek facility has been added to CareTrust's existing master lease with senior housing operator **Bayshire LLC**, based in San Diego. The seller was non-profit South Davis Community Hospital Campus. Annual cash rent under the Bayshire master lease will increase by approximately \$600,000. The remaining lease term is just under 15 years, plus two five-year renewal options, and carries annual CPI-based rent escalators. The acquisition was funded using a combination of cash on hand and CareTrust's \$600 million unsecured revolving credit facility.

SERVICES

• **Profile Defenders**, an online reputation activist company, has completed its ownership transition to Lindon-based **RMC LLC** (The Reputation Management Co.). Financial terms were not disclosed. Prior to the move, Profile Defenders was focused on Washington, D.C.; and Fort Lauderdale, Florida. The transition started with the parent company, RMC LLC, absorbing domains related and owned by the Profile Defenders entities, which included removenames.com and profiledefenders.com. Profile Defenders provides services for data privacy removal, removals and deletions, reputation defender-style suppression, reputation monitoring and review management. It says it has been profitable since the inception of a trend among Silicon Slopes companies. Established in 2011 in Fort Lauderdale, Profile Defenders now operates in the Canopy office park at the northern end of Silicon Slopes.

• **Flex Fleet Rental LLC**, a Salt Lake City-based company offering rentals of light- and medium-duty vehicles, has promoted **Brian Goldhardt**



Brian Goldhardt

to chief revenue officer. He had been serving as vice president of sales and marketing. Goldhardt joined the company in late 2013 as national sales direc-

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BRIEFS

from previous page

tor. His background includes experience in sales and marketing. Prior to joining FFR, he was the director of commercial sales and service for a Salt Lake City-based dealership. Goldhardt has a B.A. degree from the University of Utah.

TECHNOLOGY/LIFE SCIENCES

• **Instructure**, Salt Lake City, and **Thoma Bravo LLC** have amended their definitive merger agreement, increasing Thoma Bravo's offer price to \$49 per share in cash. The amount previously was \$47.60 per share for all outstanding shares of Instructure. The Instructure board of directors has approved the revised merger agreement and recommended that Instructure stockholders vote in favor of the transaction. A special meeting of Instructure stockholders has been adjourned until 9 a.m. Feb. 25. Instructure offers learning management platforms for schools and businesses. Thoma Bravo, with offices in San Francisco and Chicago, is a private equity firm focused on the software and technology-enabled services sectors.

• **Alchemy Technologies**, an American Fork-based fintech infrastructure development company, has added **Walt Ramsey** to its advisory board. Ramsey previously was CEO of Liberty Landing LLC, a New York-based personal financing company. Prior to that, he was chief risk officer at Elevate and served Elevate's predecessor, Think Finance, as its chief risk officer. Ramsey also has held senior leadership and executive positions at JPMorgan Chase, Lloyds Bank, Experian, GE Consumer Finance, Associates and First USA Bank.



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Succeeding in Your Business

The three essential small-business skills entrepreneurs must develop

Having worked with over 20,000 small businesses and their owners over the course of the past 40 years, I see patterns that many other people aren't privileged to see.

I see patterns in the businesses that succeed, and I see patterns in the ones that crash and burn.

I've spoken about these in my column before, and have made some of them the subject of my YouTube



CLIFF ENNICO

videos, particularly "Three Personality Traits All Entrepreneurs and Small Business Owners Must Develop."

People starting out in business can seem overwhelmed by the sheer number of things they need to know to make a business successful. But be assured, you don't need an MBA degree or a CPA license to run your own business.

Sometimes the less you know about the academic stuff, the more likely you

are to succeed.

Having said that, there are three essential skills I think every small-business owner or entrepreneur needs to develop:

Skill No. 1: Marketing/Selling

Make no mistake about it, successful people in business are always — always — good at selling and marketing themselves and what they do. In business, nothing happens unless a customer says yes. And customers don't say yes — heck, they often don't even know you're there — until you reach out to them on a steady, ongoing basis.

Especially in a service business like mine, the phone doesn't ring unless I make it ring. That is why — even after 40 years of practicing law and a database of over 20,000 active clients — I spend at least 10 hours a week giving talks and webinars, writing articles, calling and sending LinkedIn invites to people who can refer business to me. All of those are activities for which I cannot charge.

Most (normal) people are afraid of

selling, not because they cannot do it (virtually everyone can), but because, let's face it, when they think of a salesperson, it is usually not someone they want to become.

The good news is that virtually anyone can learn how to sell effectively without becoming "that person." To learn more, check out my award-winning YouTube video "How to Sell Anything to Anybody." It's 60-plus minutes that just may change your life, as it has for over 250,000 people around the world.

Skill No. 2: Negotiating

To grow a small business, deals need to happen — with customers, suppliers, advertisers, landlords, strategic alliance partners, professionals and others. To get deals done, you need to learn to be an effective negotiator.

Most (normal) people are afraid of negotiating because it involves confrontation, and there's always the risk of losing a deal by bargaining too aggressively. Most of my clients are not in strong negotiating positions when doing their deals,

so we spend lots of time on the phone discussing what's worth fighting to get, and what isn't.

A lot of books have been written about negotiating, and most are sheer nonsense. This is a skill anyone can learn with a little time and patience. To learn more, check out my YouTube video "Negotiating Basics for Attorneys, Entrepreneurs and Others."

Skill No. 3: Bookkeeping

Back in the 1980s, when I was practicing law on Wall Street, occasionally I would run across an entrepreneur or business owner who told me her philosophy of running a business is to "make it, sell it, and don't try to keep track of it."

Sadly, that is not good advice for running a business. Sooner or later, you must show a profit, and all small businesses boil down to numbers and performance metrics. They vary widely from business to business, but you must know

see ENNICO page 15



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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.

Feb. 24, noon-2 p.m.

“Navigating the Regulations of Doing Business in Europe,” a World Trade Center event, in partnership with DLA Piper Global Law Firm. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Cost is \$10. Registration can be completed at Eventbrite.com.

Feb. 25, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 4455 25th St., Ogden. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

Feb. 25, 11:45 a.m.-1:30 p.m.

Wasatch Business Series February Lunch. WBS is a collaboration of the Holladay, LGBTQ+, Murray, Sugarhouse and South Salt Lake chambers of commerce; the Millcreek Business Council; and the Utah Independent Business Coalition. Location is 210 E. 400 S., Salt Lake City. Cost is \$20. Details are at murraychamber.org.

Feb. 25-27, 5:30-7:30 p.m.

“Unlock the Financial Power of Your Business Ideas,” a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

Feb. 25, 6-8 p.m.

“Google’s Free Tracking Tools: How to Set Up and Use,” a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

Feb. 26, 7:30-8:30 a.m.

Coffee Connection, a Holladay Chamber of Commerce event. Location is Coffee & Cocoa, 6556 S. 3000 E., Cottonwood Heights. Details are at holladaychamber.com.

Feb. 26, 8:30 a.m.-12:30 p.m.

“Family and Medical Leave Act Essentials,” an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

Feb. 26-27, 11:30 a.m.-1 p.m.

Economic Forecast Event, a Bank of Utah event. Speaker is Orn B. Bodvarsson, economics professor and dean of the Bill and Vieve Gore School of Business at Westminster College. Feb. 26 event location is Grand America Hotel, 555 S. Main St., Salt Lake City. Feb. 27 event, in conjunction with the Utah Valley Chamber, is at the Utah Valley Convention Center, 220 W. Center St., Provo. Pre-registration is required and can be completed at (801) 409-5172 or at www.bankofutah.com/events.

Feb. 26, 6:30-8 p.m.

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

Feb. 27, 11 a.m.-1 p.m.

“Marketing Roundtable,” a Women’s Business Center of Utah event. Speakers include Cara Jean, underwriting manager at KRCL, and Nai Kanell, who leads marketing efforts for SpaceIQ. Location is Kiln Lehi, 2701 N. Thanksgiving Way, Suite 100, Lehi. Cost is \$25 (ends Feb. 24), \$35, \$45 at the door. Details are at wbcutah.org.

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

Sandy Peak Awards 2020, a South Valley Chamber/Sandy City event. Keynote speaker is Kristin Cox, executive director of the Utah Governor’s Office of Management and Budget. Location is Salt Lake Community College’s Miller Campus, Karen Gail Miller Conference Center, Sandy. Details are at southvalleychamber.com.

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

“Lunch & Learn,” a Murray Area Chamber of Commerce event. Speaker is Ron Haycock, a management accountant at Pratt & LeFevre Corp. Location is Twigs Bistro & Martini Bar, 6223 S. State St., Murray. Cost is \$19 for members, \$25 for guests. Details are at murraychamber.org.

Feb. 27, 3-4:30 p.m.

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

Feb. 27, 6-7 p.m.

Small Business Development Center (SBDC) Workshops, including “Legal Clinic,”

“Intellectual Properties Clinic” and “Accounting Clinic.” Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

Feb. 27, 6-7:30 p.m.

Contactos, a Utah Hispanic Chamber of Commerce event. Location is Trillion Mortgage, 5272 S. College Drive, No. 101, Murray. Free for members, \$10 for nonmembers. Details are at utah-hcc.com.

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

“Eggs & Issues,” a Murray Area Chamber of Commerce event. Speaker is Joseph Mittelman, assistant chief and fire marshal, Murray City Fire Department. Location is Mimi’s Café, 5300 S. State St., Murray. Free unless ordering breakfast. Open to everyone (chamber membership not required). Details are at murraychamber.org.

Feb. 28, 8 a.m.-4:30 p.m.

“PHR/SPHR Study Programs,” an Employers Council event over five consecutive Fridays. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$1,695. Details are at employerscouncil.org.

Feb. 28, 9 a.m.-4 p.m.

Entrepreneur and Investor Life Science Summit 2020, presented by BioUtah and the University of Utah’s Center for Technology & Venture Commercialization (TVC) and title sponsor Simpson Thacher. Keynote speaker is David Bearss, CEO of Tolero Pharmaceuticals. CEO panel includes Shawn Fojtik, CEO of Distal Access; Randy Rasmussen, president and CEO of BioFire; and Brandi Simpson, CEO of Navigen. Location is Cleone Peterson Eccles Alumni House, University of Utah, Salt Lake City. Ski Day is Feb. 29 at Deer Valley Ski Resort, Park City. Details are at <https://eilifesciencesummit.org/>.

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

“How Top Brands are Driving Profitable Growth on Pinterest,” a Silicon Slopes event. Speaker is PJ Andersen, head of Disruptors West — Pinterest. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at silicon-slopes.com.

Feb. 29, 7:30-9 a.m.

“Bagels & Bills,” a Utah Valley Chamber event. Location is Nebo School District Offices, 350 S. Main St., Spanish Fork. Free. Details are at thechamber.org.

Feb. 29, 8-9:30 a.m.

Legislative Round-Up, a South Jordan Chamber of Commerce event. Location is University Health Center, 5126 W. Daybreak Parkway, South Jordan. Details are at southjordanchamber.org.

Feb. 29, 9:30-11 a.m.

“Pancakes and Politics,” sponsored by the American Fork Chamber of Commerce. Location is American Fork Hospital, 170 N. 1100 E., American Fork. Free. Details are at thechamber.org.

March 3, 9-10:30 a.m.

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

March 3, 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.

March 3, 6-9 p.m.

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

March 4, 9-11 a.m.

“Starting Your Business 101,” a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Room 114, 9750 S. 300 W., Sandy. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 4, 2-5 p.m.

Utah Valley Job Fair 2020, a Utah Valley Chamber event. Location is Utah Valley Convention Center, Exhibit Hall A, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

March 4, 6-7:30 p.m.

Entrepreneurship Lecture Series, a South Valley Chamber event. Topic is “Shark Tank Behind the Scenes,” with local businesses discussing their experience when they pitched on ABC’s “Shark Tank.” Panelists are Marti Wymer, CEO, Spoonful of Comfort; Dallas Robinson, CEO, Kisstixx; Frank Weston, CEO, InstaFire; and Pat Crowley, CEO, Chapul. Location is Salt Lake Community College’s Miller Campus, Auditorium, Building 3, Sandy. Free. Details are at southvalleychamber.com.

March 4, 6:30-8 p.m.

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

March 5, 7-8 a.m.

“Breakfast on the Hill,” a Utah Valley Chamber event with Utah County legislators. Location is State Capitol Building, Hall of Governors, 350 S. State St., Salt Lake City. Free (registration is appreciated). Details are at thechamber.org.

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

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

March 5, 8:30 a.m.-12:30 p.m.

“Compensation: Are Your Jobs Priced Right?” an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

March 5, 11 a.m.-1 p.m.

International Women’s Day Celebration, a World Trade Center event, in partnership with the Women’s Business Center and the Emerald Hills Institute and featuring a panel of women entrepreneurs, networking and a story wall featuring women-owned business stories. Location is Ember SLC, 623 S. State St., Salt Lake City. Free (reservation is required). Details are at wbcutah.org.

March 5, 5-7 p.m.

Speed Networking, a Park City Chamber/Bureau event. Location is FiveSeeds, 1600 Snow Creek Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

March 5, 6-8 p.m.

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

March 6, 8-9 a.m.

Silicon Slopes Breakfast. Speaker is Jim Gillespie, co-founder and CEO of GrayMatter.

CALENDAR

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Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at silicon-slopes.com.

March 6, 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.

March 6, 8-10 a.m.

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

March 6, 8 a.m.-noon

"Going Global: Ready or Not: Media Management in a Competitive World," a Salt Lake Chamber event. Presenter is Bill Nixon, chairman and CEO of Policy Impact Communications. Location is Salt Lake Chamber, 175 E. 300 S., Suite 600, Salt Lake City. "Going Global" fee is \$99 for members, \$149 for nonmembers. "Mastering Media Management" package fee is \$250 for members, \$550 for nonmembers and includes workshops April 17, July 17 and Oct. 16. Details are at slchamber.com.

March 6, 11 a.m.

World Leaders Forum, presented by World Trade Center Utah, in partnership with the Tanner Humanities Center, and featuring Reshma Saujani, founder and CEO of Girls Who Code. Location is Kingsbury Hall at the University of Utah. Details to be announced.

March 7, 7-9 a.m.

"Eggs & Issues," a Utah Valley Chamber event featuring legislators discussing issues related to the 2020 legislative session. Location is Utah Valley Hospital, Sorenson Tower, Ashton Auditorium, 1134 N. 500 W., Provo. Free. Details are at thechamber.org.

March 7, 8-9:30 a.m.

Legislative Round-Up, a South Jordan Chamber of Commerce event. Location is Jordan Valley Medical Center, Administration Conference Room, 2460 Pioneer Parkway, West Valley City. Details are at southjordanchamber.org.

March 10, 8 a.m.-4 p.m.

"Effective Business Writing," part of the Salt Lake Community College Frontline

Leader Workshop Series and designed to help people understand the elements needed to get messages read in this modern world of competing information and develop essential skills that translate to any form of business writing. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

March 10, 9-10 a.m.

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

March 10, 10:30 a.m.-8 p.m.

Intermountain Growth and Ski Conference, an Association for Corporate Growth (ACG) Utah event. Keynote speaker is Paul Ahlstrom, managing director and founder of Alta Ventures. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at acg.org/utah.

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

Wasatch Business Series March Lunch. WBS is a collaboration of the Holladay, LGBTQ+, Murray, Sugarhouse and South Salt Lake chambers of commerce; the Millcreek Business Council; and the Utah Independent Business Coalition. Speaker is Peter M. Ferriello, senior wealth advisor with Mollot & Hardy Inc. Wealth Advisors. Location is Kimi's Oyster & Chop House, 2155 Highland Drive, Salt Lake City. Cost is \$22. Registration can be completed at Eventbrite.com.

March 11, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is Hippy Skin, 2424 Wall Ave., Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

March 11, 6:30-8 p.m.

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

March 12, 11:30 a.m.

"What's Up, Up North?" a ULI (Urban Land Institute) Utah event focusing on the state of development in Davis and Weber counties. Speakers are Chris Roybal, economic development director, Northern Utah; Ogden Mayor Mike Caldwell; Brigham Mellor, Farmington economic

development director; and Thaine Fischer, owner of Fischer Regan Enterprises. Location is The Monarch, 425 25th St., Ogden. Cost is \$35 for ULI members, \$50 for nonmembers (\$15 extra day of the event). Details are at utah.uli.org/events/.

March 12 and 19, 11:30 a.m.-1 p.m.

Sales Academy, a South Valley Chamber event. Presenter is Cameron Baird, COO at Griffin Hill, and the academy uses the Griffin Hill curriculum. March 12 is "What Are the First 60 Words & Understanding the Needs of the Prospect." March 19 is "Presenting Good Solutions, Getting the Close & Following Up." Location is Hale Centre Theatre, 9900 S. Monroe St., Sandy. Cost is \$50 for members, \$100 for nonmembers. Registration can be completed at Eventbrite.com.

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

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

March 12, 6-8 p.m.

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

March 13, 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.

March 17, 8 a.m.-4 p.m.

"Effective Business Writing," part of the Salt Lake Community College Frontline Leader Workshop Series and designed to help people understand the elements needed to get messages read in this modern world of competing information and develop essential skills that translate to any form of business writing. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

March 17, 8:30 a.m.-12:30 p.m.

"Americans with Disabilities Act Essentials," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

March 17, 11 a.m.-1 p.m.

"Business Women's Forum:"

Cultivating Strength, Bravery and Confidence." Speaker Robyn Reynolds, chief marketing communications officer at University of Utah Health, will discuss her atypical journey to professional growth and engage attendees in exercises to identify their own strengths and core beliefs. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$30 for members, \$40 for nonmembers. Details are at slchamber.com.

March 17, 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.

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

Chamber Launch, a Salt Lake Chamber event. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Free. Details are at slchamber.com.

March 18, 5:30-6:30 p.m.

Small Business Development Center (SBDC) Workshops, including "Quickbooks Workshop" and "Tax Planning." Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 18, 6:30-8 p.m.

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

March 19-20

Intermountain Sustainability Summit, featuring the main summit day March 19 and workshops March 20. Location is Weber State University, Shepherd Union Building, 3910 W. Campus Drive, Ogden. Details are at <https://www.weber.edu/issummit>.

March 19, 9 a.m.-noon

Presenter Evolution Series, featuring three half-day training sessions on consecutive Thursdays. Speaker Mike Brian, author of *Presenter Evolution* and CEO of Penna Powers, will lead students and professionals through his approach to presenting and public speaking. Sessions are "Presenter Skills Development" on March 19, "Cadence Planning" on March 26, and "Connect with Storytelling" on April 2. Location is Salt Lake Community College's Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Details are at <https://pennapowers.com/workshops/>.

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

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

March 19, 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.

March 19, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Utah Museum of Contemporary Art, 20 S. West Temple, Salt Lake City. Cost is \$7 for member until March 12, \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

March 20, 8-10:30 a.m.

Third Friday Speed Networking, a South Jordan Chamber of Commerce event. Location is Megaplex at the District, 3761 W. Parkway Plaza Drive, second floor, South Jordan. Cost is \$10. Details are at southjordanchamber.org.

March 20, 1-8 p.m.

"We Are Utah" Manufacturers Expo, a Utah Manufacturers Association event. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Free. Details are at <https://www.umaweb.org/event/we-are-utah-manufacturers-expo/>.

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

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 4455 25th St., Ogden. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

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

Women in Business, a South Valley Chamber event. Speaker is Col. Angela Michael, senior leader for the Mature and Proven Aircraft Division at Hill Air Force Base. Location is Make-A-Wish Utah, 771 E. Winchester St., Murray. Cost is \$20 for members, \$30 for nonmembers. Registration can be completed at Eventbrite.com.

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

Lunch Event, a Holladay Chamber of Commerce event.

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Opinion

Trump's big budget has 'savings' that won't see the light of day

President Donald Trump's proposed fiscal year 2021 budget has been released. Generally, budget documents are more of a statement about priorities and aspirations than of anything else. This proposal is typical: It's full of unrealistic assumptions, as well as "savings" that will never happen. It is, in short, a testament to fiscal irresponsibility. Unfortunately, when you use more realistic assumptions and take politics into consideration, you are left with a lot of spending.



VERONIQUE de RUGY

What this budget tells us is that this Republican president is a big spender. Under it, the federal government would spend \$4.8 trillion in fiscal year 2021. That's 21 percent (\$850 billion) more than when Trump took office, confirming that Republican presidents can't be trusted to restore fiscal sanity.

After adjusting 2009 spending levels to remove the Troubled Asset Relief Program and the stimulus bill — which affected both President Barack Obama's and President George Bush's budgets, as well as excluding interest paid on the debt — the Cato Institute's Chris Edwards shows that during Trump's first term, he displayed the

same proclivity to jack up spending as his Republican predecessors. The data shows that Trump increased defense spending in real terms by 18 percent, with an overall spending growth rate of 10 percent. Presidents Ronald Reagan and George W. Bush increased defense spending by 28 percent and 36 percent, respectively (and overall spending by 9 percent and 24 percent). Compared with their Republican counterparts, Democratic presidents Obama and Bill Clinton look frugal.

Unlike Bush or Reagan, however, Trump has had a booming economy, no new wars and no terrorist attacks since his term began. This context makes the massive increase in spending, along with the \$1 trillion deficit in fiscal year 2020, even more shocking. With no serious changes, the Congressional Budget Office projects that these annual budget deficits will stay well above \$1 trillion in the next 10 years.

To be fair, the president does plan to balance the budget eventually — in 2035. To achieve this goal, Trump proposes some \$4.4 trillion in savings over 10 years, which is a step in the right direction. For instance, according to

Marc Goldwein at the Committee for a Responsible Federal Budget, this budget would save Medicare \$600 billion, reducing national health expenditures by almost \$1 trillion. As Goldwein noted on Twitter, "That means lower premiums and out of pocket costs — don't demagogue these policies!" Unfortunately, judging by the news headlines and reactions by Democrats in Congress, these savings are likely dead on arrival.

To achieve such savings, some very unrealistic assumptions would need to materialize. For instance, while the economy grew 2.4 percent in 2017, 2.9 percent in 2018 and 2.3 percent in 2019, the White House projects that the economy will grow at about 2.8 percent annually for a decade straight. The budget also counts on interest rates staying low, so as to not massively increase the amount of interest payments that will have to be made. The low interest rate, paired with the planned savings, would lower interest costs by \$300 billion. Unfortunately, this is a mirage. According to the Committee for a Responsible Federal Budget, "Using more realistic economic assumptions, the budget deficit would be about \$1.2 trillion (3.7 percent of GDP) in 2030," as opposed to the \$261 billion pro-

jected by the White House.

Another reason why this budget is unlikely to get through Congress is that the administration focuses its biggest reductions on nondefense discretionary spending. The plan is to cut projected spending on domestic programs by roughly \$2 trillion. These "cuts" are mostly to the projected *growth* of spending increases, not reductions in the actual amount of spending. Still, to make the savings politically viable, the burden should be distributed enough to inspire a sense of shared sacrifice. Instead, the budget plans to extend the 2017 tax cuts at a cost of \$1.4 trillion and increases military spending, making the cuts harder to stomach for some.

At the end of the day, and after much spilled ink analyzing the budget proposal, we can count on one thing: This actual budget won't see the light of day. Instead, Congress and the administration will continue in the footsteps of those who came before them and increase the debt while pretending to be fiscally responsible.

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

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What if Bernie wins? His energy plan based on magical thinking

The prospect of Bernie Sanders becoming the Democratic nominee has startled many people who worry that his brand of democratic socialism won't sell and would pave the way for a second Trump term. This might well be true, but it considers Sanders solely through the lens of electability. Surely the more important question is not whether his programs would be popular but whether they are good. It's time to stop grading Bernie Sanders on a curve and to start asking what the country would look like if he were to become president.

Let's consider the topic that he argues is "the single greatest challenge" facing America and a "global emergency": climate change. Sanders wants to commit the United States to achieving 100 percent renewable energy for electricity and transportation by 2030 and the total decarbonization of the economy by 2050. These are laudable though ambitious goals. The question is, how will the U.S. go about meeting them?

Under Barack Obama, the United States reduced emissions more than any other country. It did it through many paths, but the biggest one was — fracking.

U.S. carbon emissions fell almost 15 percent from 2005 to 2016. According to the website Carbon Brief, the single largest cause was the shift from coal-fired power plants to natural gas ones, comprising 33 percent of the reduction. Adoption of solar power accounted for 3 percent, by comparison. (Natural gas has much lower rates

of carbon emission than does coal. It also produces much less pollution than coal, saving thousands of lives in the United States every year.)

Nevertheless, Bernie Sanders is opposed to natural gas. He opposes all new fracking and seeks to ban it nationwide within five years. He also intends to rapidly shut down all gas plants.

Natural gas accounts for about 30 percent of the energy consumption in America today. Wind and solar are under 5 percent. So, the plan would require an exponential jump in renewables, in just a few years.

And even if that happened, it would be extremely difficult to replace gas as a source for electricity. Talk to any electric utility company and they will explain. Because solar and wind are intermittent sources, they require a backup source in order to provide electricity to homes, offices and factories 24/7. That raises the costs associated with solar and wind.

Sanders has a solution: storage. If we had the means to store electricity on a massive scale, such as batteries, there would be no need for backup power. But we are not even close to having the kind of storage capacity we would need to make this work. One example: the Clean Air Task Force, an energy policy think tank, calculated that for California to reach 100 percent electricity from renewables, it would need 36.3 million megawatt-hours of energy storage. It currently has 150,000 megawatt-hours of storage. In other words, the state would need to increase storage by 24,000 percent

in a matter of years. Batteries are getting cheaper, but not fast enough.

There is another path to clean energy, a source that has zero carbon emissions and provides a continuous flow of electricity: nuclear power. It generates about 20 percent of the electricity in the United States. It is the largest source of power in France and provides 40 percent of power in Sweden, two countries with carbon emission rates that are among the lowest per person in the industrialized world.

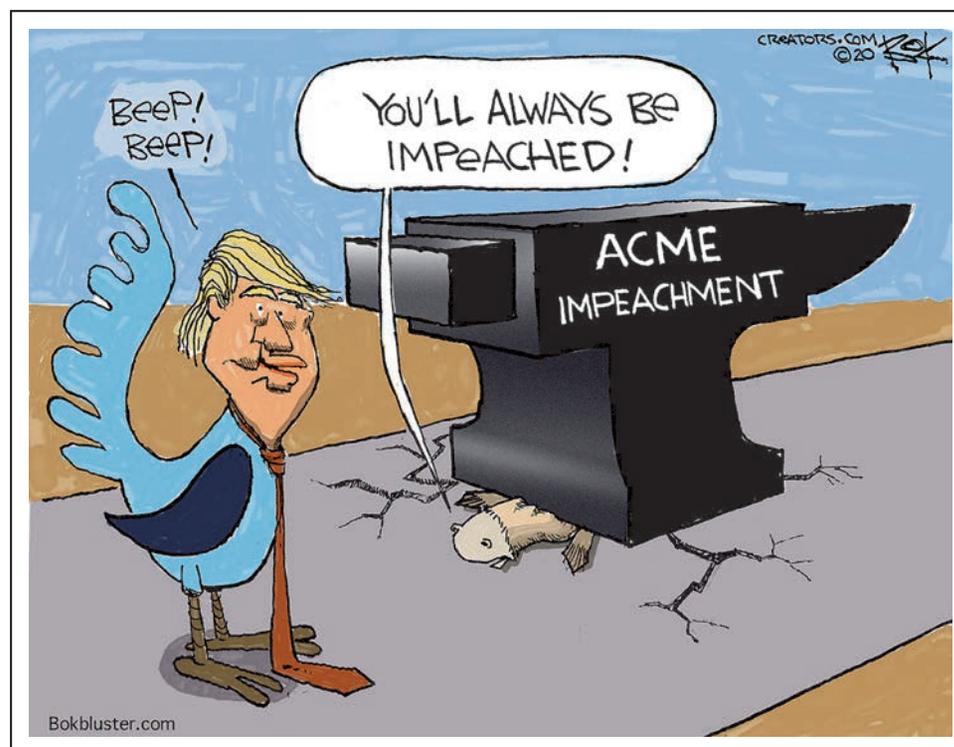
But Bernie Sanders opposes nuclear power. In fact, he plans to shut down all of

America's nuclear power plants within 10 years. Fears about nuclear power, which Sanders clearly shares, are largely based on emotional reactions to the few high-profile accidents that have taken place over the past few decades. Such anxiety also ignores the millions of people who die each year due to fossil fuels. Our World in Data, an Oxford University-based think tank, just released a comprehensive accounting of the safest sources

see ZAKARIA next page



FAREED ZAKARIA



Opinion

America headed in right direction; small-business growth drives economy

I believe President Trump's State of the Union Address articulated an inspiring vision of American greatness. The president made a powerful case that his pro-growth economic policies are not only sustaining record-high levels of optimism among America's 30 million small businesses, but also driving upward mobility among historically underrepresented minority entrepreneurs. The president's speech gave entrepreneurs the confidence they need to make important decisions such as hiring new employees, buying new inventory or expanding into a second or third location.

Small firms across the board are benefiting from this administration's economic policies. Last year, Latino-owned small businesses saw their average revenues increase by an astounding 46 percent. This administration's commitment to reducing the cost of healthcare, opening new international markets, providing paid family leave and expanding access to affordable child-care will further reduce barriers to entrepreneurial development and growth, particularly among minorities. I'm especially encouraged by this president's efforts to

steer more private-sector investment into more than 8,700 undercapitalized communities through Opportunity Zones. These critically important investments will help more low-income Americans climb the economic ladder and realize the American dream.

President Trump talked about his pro-growth agenda of tax cuts, deregulation, trade reform and energy independence that have delivered incredible results over the past three years. The president's policies are lifting workers across the board and providing new opportunities and hope to millions of Americans. Job creation is booming, incomes are rising for workers at all levels, and poverty is falling thanks to the president's actions. Incredibly, more than 7 million jobs have been added to the economy since Trump's election. Unemployment has fallen to historic lows, and there are more job openings than job seekers for the first time on record.

Since being appointed SBA regional administrator in January 2017, I have seen small-business optimism soar to one of the highest levels in history. Last fiscal year alone, SBA approved more than 68,000 small-business loans worth \$28 billion

across the nation.

The president identified several critically important policy priorities that will expand prosperity in America and promote peace at home and abroad. This agenda includes safe and legal immigration, protecting American workers with fair trade policies, rebuilding America by advocating for an infrastructure package that invests in vital national infrastructure projects, lowering the cost of healthcare and prescription drugs, and strengthening national security.

America is moving in the right direc-

tion, and small-business growth continues to drive our nation's economy. Having a strong, positive message presented by our president creates an environment that is good for business, especially in the entrepreneurial community. For more information on SBA's programs and services, please visit www.sba.gov and remember to follow us on Twitter @SBARockymtn.

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



DANIEL NORBERG

ZAKARIA

from previous page

of energy, considering all harmful effects, including accidents. Nuclear energy was 250 times safer than oil and over 300 times safer than coal.

Let me be clear. Natural gas and nuclear power have drawbacks and costs. There is no perfect energy solution on hand today. But I believe that we do in fact face a global emergency and need every means possible to reduce emissions — now. Not tomorrow, not in theory. Now.

The Sanders green energy "plan" is based on magical thinking. It presumes that we can reduce emissions in electricity and transport to zero in 10 years while simultaneously shutting down the only two low-emission, always-available sources of power that together provide nearly 60 percent of America's electricity. And that makes me wonder: Is the real problem that Sanders will lose — or that he might win?

Fareed Zakaria's email address is fareed.zakaria.gps@turner.com.

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CALENDAR

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Topic is the health benefits of therapy animals. Location is Tandoor, 4828 S. Highland Drive, Holladay. Details are at holladaychamber.com.

March 24, 5-7 p.m.

Business After Hours Mixer, a Park City Chamber/Bureau event. Location is DeJoria Center, 970 N. State Road 32, Kamas. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

March 24, 7-9:30 p.m.

"Pillar of The Valley" Gala 2020, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

March 25, 7:30-8:30 a.m.

Coffee Connection, a Holladay Chamber of Commerce event. Location is Kokopellis Koffee House, 3955 S. Highland Drive, Millcreek. Details are at holladaychamber.com.

March 25, 8:30-10 a.m.

"Pay Equity: This Train Isn't Stopping Any Time Soon, So You Better Be On Board," an Employers Council event that is part of the five-part Legal Breakfast Series. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

March 26, 8:30 a.m.-12:30 p.m.

"Interviewing: How to Gain a Competitive Edge," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

March 26, 9-10 a.m.

"Coffee With Clancy," a Women's Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women's Business Center of Utah. Location in Morgan County to be determined. Free. Details are at www.wbcutah.org.

March 26, 6-9 p.m.

"Giant in our City 2020," a Salt Lake Chamber black-tie, invited event. Award recipient is Gov. Gary Herbert. Location is the Grand America Hotel, 555 S. Main St. Salt Lake City. Cost is \$250. Details are at slchamber.com.

March 26, 6-7 p.m.

Small Business Development Center (SBDC) Clinics,

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

March 31, 8:30-11 a.m.

"Selling Without Guilt and Stigma," a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Building 5, 9750 S. 300 W., Sandy. Cost is \$10. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 31, 6-7 p.m.

After Hours Social, a Holladay Chamber of Commerce event. Speaker Jim Santangelo of the Wine Academy of Utah will discuss the terminology and tasting techniques used by the pros. Location is 3 Cups, 4670 S. 2300 E., Holladay. Cost is \$42. Details are at holladaychamber.com.

April 2, 8:30-10:30 a.m.

"I-9: Self-Audit Workshop," an Employers Council event featuring 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 Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

April 3, 8-10 a.m.

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

April 3, 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.

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

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

April 8, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is Capstone Classical Academy, 3885 U.S. 89, Pleasant View. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

April 9, 8:30 a.m.-4 p.m.

"Supervisory Skills Pro-

gram," an Employers Council event over four consecutive Thursdays. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

April 9, 9-10 a.m.

"Coffee With Clancy," a Women's Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women's Business Center of Utah. Location is La Barba Draper, 13811 Sprague Lane, Draper. Free. Details are at www.wbcutah.org.

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

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

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

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Argo House, 529 25th St., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

April 14, 8 a.m.-noon

"HR Management Program: Advanced HR Competencies," an Employers Council event over Tuesdays through May 12. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

April 14, 8 a.m. - 4 p.m.

"The Effective and Legal Manager," part of the Salt Lake Community College Frontline Leader Workshop Series and designed to maximize the performance of your team, legally, from the interview and selection process through coaching, developing talent, and discipline when needed. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250. Details at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

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

Member Showcase, a Park City Chamber/Bureau event. Location is Park City Chamber/Bureau, 1850 Sidewinder Drive, Suite 320, Park City. RSVP required. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

April 15, 8 a.m.-noon

Cybersecurity Conference 2020, a Salt Lake Chamber event. Location is Jordan Commons Megaplex, Conference Center, 9335 S. State St., Sandy. Cost is \$70 for members, \$80 for nonmembers. Details are at slchamber.com.

April 15, 9 a.m.-3 p.m.

Second Annual Valley Visioning Summit, an Association of Utah County Chambers event. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Cost is \$50. Details are at thechamber.org.

April 15, 1-5 p.m.

2020 B2B Expo, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberofcommerce.com.

April 16, 23, 30

Digital Marketing Academy 2.0, a South Valley Chamber event. Presenters are representatives of Firetoss, who will discuss attribution modeling, SEO, advanced paid media strategies and programmatic advertising. Location is Salt Lake Community College's Miller Campus, MFED 223, Sandy. Cost is \$75 for members, \$150 for nonmembers. Registration can be completed at Eventbrite.com.

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

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

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

Spring 2020 Nubiz Symposium. Location is Weber State University, Shepherd Building, 3910 W. Campus Drive, Ogden. Cost is \$49. Details are at ogdenweberchamber.com.

April 17, 8 a.m.-noon

"Sticky and Strong: Winning Campaign Strategies," a Salt Lake Chamber Professional Development Series event. Speaker is Bill Nixon, chairman and CEO of Policy Impact Communications. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. "Sticky and Strong" workshop costs \$99 for members, \$149 for nonmembers. Course fee for "Mastering Media Management" is \$350 for members, \$550 for nonmembers (includes three workshops during 2020). Details are at slchamber.com.

April 17, 8-10:30 a.m.

Third Friday Speed Networking, a South Jordan Chamber of Commerce event. Location is Megaplex at the District, 3761 W. Parkway Plaza Drive, second floor, South Jordan. Cost is \$10. Details are at southjordanchamber.org.

April 17, 8:30-10:30 a.m.

"Reasonable Suspicion: Briefing for Managers and Supervisors," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

April 21, 8 a.m. - 4 p.m.

"The Effective and Legal Manager," part of the Salt Lake Community College Frontline Leader Workshop Series and designed to maximize the performance of your team, legally, from the interview and selection process through coaching, developing talent, and discipline when needed. Location is SLCC Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

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

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

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

Lunch Event, a Holladay Chamber of Commerce event. Speaker Sheryl Gillilan from Holladay Arts will discuss Holladay Arts Council's goals, events and projects for 2020 and beyond. Location is Taqueria 27, Holladay, 4670 Holladay Blvd. East, Holladay. Details are at holladaychamber.com.

April 22, 8:30 a.m.-12:30 p.m.

"Job Analysis and Effective Job Descriptions," an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

April 22, 1-5 p.m.

Business to Business Expo, a Davis Chamber of Commerce event featuring more than 70 exhibitors. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberofcommerce.com.

April 23, 6-7 p.m.

After Hours Social, a Holladay Chamber of Commerce event. Location is Lunatic Fringe, 4640 Holladay Blvd. East, Holladay. Cost is \$42. Details are at holladaychamber.com.

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

Coffee Connection, a Holladay Chamber of Commerce event. Location is Coffee & Cocoa, 6556 S. 3000 E., Holladay. Details are at holladaychamber.com.



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ENNICO from page 8

them. If you don't, you have no way of knowing what works and what doesn't. Business literature is loaded with case studies of entrepreneurs who sold tons of stuff but eventually had to shut their doors because they were actually losing money on every sale.

There is a language successful businesspeople must master, and the language is called accounting. The difference between bookkeeping and accounting is often a subtle one, but basically:

• A bookkeeper is someone who takes the raw data of the business (invoices, receipts, bank account statements) and organizes them into a spreadsheet called the chart of accounts. An accountant is someone who takes

what the bookkeeper does and turns them into financial statements that tell stories about how the business is doing and what needs improving.

• A good small-business accountant is worth his or her weight in gold, but you always benefit from doing your own bookkeeping. By looking closely at what really happens in your business day to day, you will get insights you wouldn't otherwise.

• You do not need to sit for the CPA exam to learn this language — a couple of basic evening courses at your local community college should teach you what you need. To learn more, check out my YouTube video on controlling costs.

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

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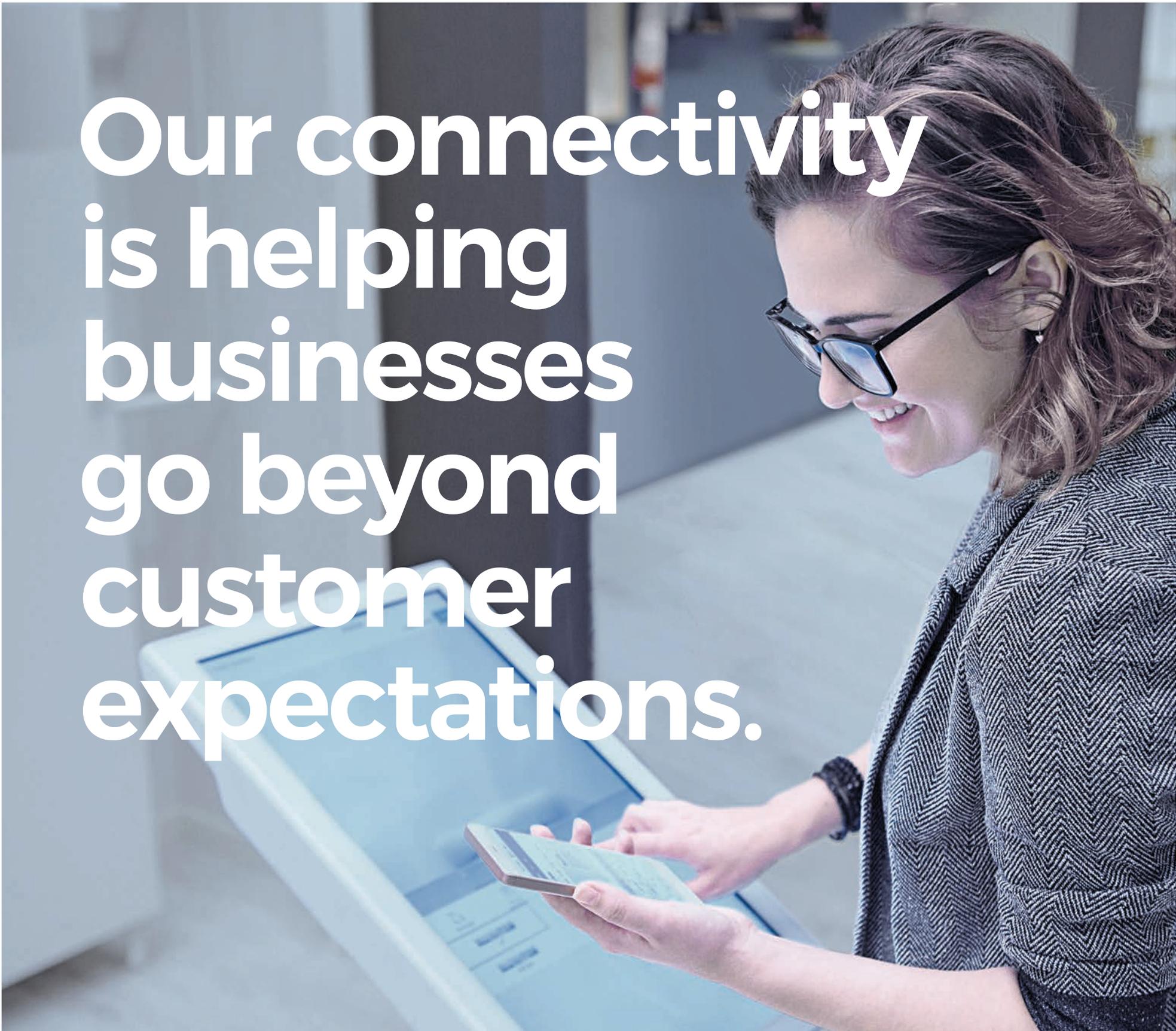
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