

OF NOTE



One of the family

One-third of Utah workers in a recent survey indicated they want paid leave following the death of a pet — on average, four days. The survey by pet product review website MyPetNeedsThat.com indicated that 35 percent of workers nationally think pet owners should get paid leave following the loss of a pet. Surveyed pet-owning workers in South Dakota want the most time, 5.5 days.

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UTC, Silicon Slopes throw in together to push tech industry

Brice Wallace
The Enterprise

Utah's most prominent technology organizations will be speaking with a unified voice.

The Utah Technology Council and Silicon Slopes announced last week that they would unite the state's startup and tech community. Among the changes, UTC's president and CEO, John Knotwell, will leave those positions, and Clint Betts, executive director at Silicon Slopes, adds executive director of UTC to his duties.

"Silicon Slopes couldn't be more thrilled to unite with UTC to continue serving Utah's startup and tech community," said Betts, who also is a Silicon Slopes co-founder. "We're committed to continuing the rich heritage of UTC and view this as a marriage of equals."

Knotwell took over as UTC's president and CEO in September 2017, succeeding Richard Nelson, who had served in those positions for 18 years, including a time when UTC was known as the Utah

see UTC/SLOPES page 14

Jobs and strong business climate lead jump in CAI

Following a little hiccup in February, the Zions Bank Utah Consumer Attitude Index (CAI) soared 8.6 points to 122.5 in March. But the index is still down 7 points from its record high a year ago.

The national Consumer Confidence Index, the nationwide measure that corresponds to the CAI, fell 7.3 points in March.

The Utah Present Situation Index, a sub-index to the CAI, jumped up 5.6 points month-to-month in March to 134.4, the second-highest score recorded since Cicero Group and Zions Bank began tracking the numbers in 2011. Year-over-year the Present Situation Index is 0.2 points above where it was in March 2018. The jump since February is due in large part to improvements in Utahns' perception of local business conditions and job availability, as well as to seasonality, which often brings improved economic perceptions as spring arrives.

The other CAI sub-index, the Utah Expectations Index, jumped 10.7 points in March to 114.5, the largest month-to-month increase in the past 12 months. Utahns' expectations around future business conditions and job availability improved, with more Utahns feeling business conditions will improve in the next six months. Year over year, the Expectations Index has fallen 11.8 points from the all-time high of 126.3 set last March.

"Even though we hear people around the country are lowering their expectations for the national economy, Utahns remain very confident in our local economic situation here in Utah," said Randy Shumway, chairman and partner of Cicero Group, a Salt Lake City research firm, that does data collection and analysis for the CAI. "Utah is seeing strong job growth across most every major industry, one of the highest employment growth rates in the nation, and one of the lowest unemployment rates in the nation. This all contributes to very positive consumer sentiment."

Utahns also feel positive about their income growth relative to inflation over



Utility jobs are among the categories where Utah residents are still finding employment. The jobless rate in the state dropped again in March to 3 percent.

Jobless report: Unemployment dropping, Utahns finding jobs

Utah jobseekers keep finding employment. The state's unemployment rate inched down another tenth of a percentage point in February to 3 percent, according to data released last week by the Utah Department of Workforce Services, meaning approximately 48,300 Utahns were out of work during the month and actively seeking a job. Meanwhile, the national jobless rate fell two-tenths of a percentage point

from February to 3.8 percent.

Utah's nonfarm payroll employment for February grew by an estimated 2.8 percent, adding 42,400 jobs to the economy since February 2018. Utah's current employment level sits at 1,536,300.

"Over the past several years, Utah's

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see CAI page 8



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Clyde Cos. reorganizes

Orem-based Clyde Companies Inc., the parent company of W.W. Clyde & Co., Geneva Rock Products, Sunroc Corp., Sunroc Building Materials, Scott Contracting, Beehive Insurance Agency and Clyde Properties, has announced several organizational and leadership changes.

The various entities within Clyde Companies have been reorganized into two separate organizations. The newly formed Clyde/Geneva Group will include W.W. Clyde, Geneva Rock, Scott Contracting and Beehive Insurance Agency. The new Clyde Business Group includes Sunroc Corp. and Sunroc Building Materials.

Jeff Clyde, currently serving as president of W.W. Clyde, has been appointed president of the Clyde/Geneva Group and Jeremy Hafen, current president of Sunroc Corp., is the new president of the Clyde Business Group.

Wilford Clyde will continue as chairman and CEO of Clyde Companies Inc., and will continue to oversee all companies within the Clyde organization. Rhys Weaver, who has been president and chief operations officer of Clyde Companies, will leave the company on May 31 to accept a calling as a mission president for The Church of Jesus Christ of Latter-day Saints in Nashville, Tennessee.

Additional leadership changes include Dustin Olson, current vice president of W.W. Clyde, being appointed its president. Lon Schumacher, general manager of Scott Contracting, will become its president and Scott Okelberry, current executive vice president and COO of W.W. Clyde, has been appointed president of Sunroc Corp.

"Today's announcement reflects the successful growth of Clyde Companies and help position our organization for continued success and expansion," said Wilford Clyde. "I am pleased to promote some of the great talent we have and express my appreciation to Rhys for his many years of dedication and commitment to our company. I wish him and his wife, Pam, well on their next adventure."

The changes became effective March 18.

Founded in 1926, the combined Clyde organizations operate from more than 50 locations in Utah, Colorado, Idaho, Nevada, Wyoming and New Mexico. The company employs more than 3,000.

Plaid's new SLC office to hire 50 engineers

San Francisco fintech company Plaid is opening an engineering office in Salt Lake City and hiring 50 engineers to staff it. Kira Booth, a University of Utah computer science grad and engineers, has been hired to lead the new operation.

Plaid has developed a technology platform that allows consumers to connect their bank accounts to digital financial services applications like Venmo, Acorns and Coinbase, according to a release from the company.

The Salt Lake City engineering hub will build integrations for more than 10,000 banks and financial institutions in the U.S. to enable people to connect to their accounts. The firm said that one in four people connect with U.S. bank accounts using Plaid applications.

"Plaid is adding the best and brightest talent to facilitate an 'everybody wins' financial system where technological innovation, protection of personal data and consumer choice and control are all possible," said Booth. "As the Utah Computer Science Grant Act (HB227) heads to (Utah) Gov. Gary Herbert's desk for his signature, Plaid is focused on laying the foundation for fintech for decades to come and is excited to lay down roots in a location that is equally as invested

in the future of engineering and innovation."

"We could not be more excited that Plaid has selected Salt Lake City as its new home for engineering," said Theresa Foxley, president and CEO of the Economic Development Corporation of Utah. "Utah has a deep talent pool of software engineers and Plaid's role in powering the fintech ecosystem provides a unique

opportunity for Salt Lake City to become the next innovation hub defining the future of financial services."

The expansion comes on the heels of a \$250 million Series C funding round the company announced in December. Earlier this year, the company was named to the *Forbes* Fintech 50 list and received recognition as a Most Innovative Company by Fast Company.



Grady Kohler of Windermere Real Estate Utah, left, welcomes Jess Reid, owner of Jess Reid Real Estate, which Windermere purchased recently.

Windermere Real Estate Utah acquires Jess Reid Real Estate

Salt Lake City-based Windermere Real Estate Utah, a residential and commercial real estate company with 14 Utah offices, has acquired Jess Reid Real Estate of Park City. Financial terms of the transaction were not disclosed.

"Jess Reid Real Estate was founded in the early 1980s and has been serving Park City longer than any other brokerage," said Grady Kohler, principal broker and owner of Windermere Real Estate Utah. "In looking to expand, the Jess Reid name offered us a tremendous opportunity to greater meet the real estate needs of Park City locals and international clients. With this acquisition, we now have five Windermere offices in Park City."

Jess Reid Real Estate has three offices in the Park City area with 30 licensed real estate agents representing a combined 300 years of real estate experience, Kohler said. Those offices

will be rebranded with the Windermere name. Jess Reid will continue working in Park City as a Windermere branch manager.

"In looking to sell, I wanted a buyer with local ties," Reid said. "Grady is a great fit. He and his family are Park City residents and are actively involved in the community. Windermere offers the technology and network to lead us in a new world of change."

Jess Reid Real Estate is the only Utah firm with an affiliation with Christie's International Real Estate. Christie's is a global network offering home and luxury real estate services to buyers and sellers worldwide.

Reid was the founding president of the Park City Chamber Bureau. He was on the founding board of directors for the first Park City Board of Realtors and president of that organization. He was appointed by two different governors to the Utah Travel Council board of commissioners and served as its chairman.



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Utah business leaders reaffirm support for 2010's Utah Compact

On Nov. 11, 2010, Utah business, law enforcement and religious leaders gathered on the grounds of the Utah State Capitol with other officials to sign the Utah Compact, a declaration of five principles of which the stated purpose was to "guide the state's immigration discussion." Last week a group of business leaders met at the Salt Lake Chamber to reaffirm their commitment to that declaration.

"The Utah Compact seeks to recognize and support the positive impact that immigrants bring to Utah's economy as workers, business owners, taxpayers and consumers," the chamber said in a release. According to the chamber, more than 120 prominent Utahns,

including business, civic, faith and city leaders from across the state, have signed on to reaffirm their support of the Utah Compact.

The principles of the Utah Compact as outlined in 2010 are:

1. **Federal solutions.** Immigration, including border policy, is a federal issue.

2. **Law enforcement.** Law enforcement should have discretion. Local law enforcement should focus on criminal activity rather than violations of federal civil code.

3. **Families.** Opposition to policies that unnecessarily separate families.

4. **Economy.** Recognition of the economic role of immigrants.

Advocates support for free market policies to maximize individual freedom and opportunity.

5. **A Free Society.** Recognition that immigrants are part of society. States the need for a "humane approach to this reality, reflecting our unique culture, history and spirit of inclusion."

"Immigration reform is a federal issue, but the lack of smart policy that works for business is felt at the local level," said Derek Miller, president and CEO of the Salt Lake Chamber. "As Utah's business leader, the Salt Lake Chamber is proud of the role we have played in elevating the level of debate on this important issue and we stand with our partners across Utah to encourage elect-

ed officials to champion policies that recognize the role immigrants play in our society. Immigration policy based on the principles of the Utah Compact will strengthen families, communities and greatly benefit our economy."

The signing event comes on the heels of the release of new data from New American Economy that shows how much immigrant contributions add to Utah's economy. According to NAE's analysis, in 2017, immigrants in Utah paid \$534.6 million in state and local taxes and held \$5.3 billion in spending power.

"Respect for the rule of law is fundamental for a society, but as law enforcement officers, our limited resources should be focused

on criminal activities, not civil violations of federal code," said Salt Lake City Police Chief Mike Brown. "We serve the public, regardless of status. We need immigration reform that recognizes that many immigrants in Utah are law-abiding, valuable contributors to our community."

"Our state's economy faces global challenges we must meet with effective immigration policy that balances security with the flow of people and goods across borders," said Miles Hansen, president and CEO of World Trade Center Utah. "Smart immigration policy not only recognizes that Utah is best served by a free-market philosophy that maximizes individual opportunity, it also helps us compete in the global marketplace by attracting the best talent and most industrious workers to our state."

Utah becomes 3rd in nation for hiring people with disabilities

While a trend toward hiring the disabled grows nationwide, Utah is outperforming most states in the effort. According to a new report by the nonpartisan advocacy group RespectAbility, the Beehive State now ranks third in the nation for employment of people with disabilities.

According to the newly published 2018 Annual Disability Statistics Compendium, Utah currently has an employment rate of 47 percent for its citizens with disabilities. Out of 150,964 working-age (18-64) Utahns with disabilities, 74,754 have jobs, the report says.

The Utah Department of Workforce Services and the Utah State Office of Rehabilitation (USOR) have been at forefront of

efforts to expand job opportunities and offer training for people with barriers to employment. Last October, to celebrate National Disability Employment Awareness Month, USOR hosted a variety of events for job seekers with disabilities, community providers and employers looking to hire the best workers possible.

The outcome of such work has been clear, RespectAbility said. In the past year, Utah has risen in its state ranking, jumping from seventh in the nation to third. In that period of time, the employment rate for Utahns with disabilities has risen from 47 percent to 49.5 percent. That puts the Beehive State close behind North Dakota and South Dakota. It also means that Utah vastly outper-

forms other, bigger states like California, New York and Texas.

"Our nation was founded on the principle that anyone who works hard should be able to get ahead in life," said Steve Bartlett, chairman of RespectAbility, who co-authored the Americans with Disabilities Act when he was in Congress. "People with disabilities deserve the opportunity to earn an income and achieve independence, just like anyone else."

The RespectAbility study explored how the workforce is changing for people with disabilities nationwide. According to Vincenzo Piscopo of the Coca-Cola Co., "People with disabilities bring a unique skill set that it is very valuable for companies. As

it relates to employment and competitiveness in the workplace, we have to stop thinking of disability as a liability and start thinking of it as an asset."

The report found that brand-name companies such as JP Morgan Chase, Coca-Cola, Ernst & Young, IBM, Walgreen's, Starbucks, CVS and Microsoft show people with disabilities are successful employees. These companies also know that these workers improve the bottom line. "People with disabilities bring unique characteristics and talents to the workplace," said RespectAbility president Jennifer Laszlo Mizrahi. "Hiring people with disabilities is a win-win-win for employers, people with disabilities and consumers alike."

Enterprise

UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

Enterprise Newspaper Group

825 North 300 West Ste. NE220
Salt Lake City, Utah 84103
801-533-0556 FAX 801-533-0684
www.slenterpriser.com

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Subscription Rates:

Online only, \$65 per year

Print only, \$75 per year

Online and Print, \$85 per year

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Periodical postage paid at Salt Lake City, Utah

POSTMASTER: Send address corrections to:

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Salt Lake's Varex Imaging acquires Stockholm firm

Salt Lake City-based Varex Imaging Corp. has entered into an agreement to acquire at least 90 percent of Direct Conversion AB, a Stockholm-based manufacturer and marketer of linear array digital detectors utilizing direct conversion and photon-counting technology. The company is also known by its brand names of Ajat and XCounter. Varex is an independent supplier of medical X-ray tubes and image processing equipment.

The aggregate purchase price is 75 million euros for 100 percent of the outstanding shares, of which 10 million euros will be paid in either Varex common stock or cash on the first anniversary of closing. Varex plans to fund the payment using available cash and debt under its existing credit facility. The transaction is expected to be completed in the third quarter of this year.

In 2018, Direct Conversion had revenues of 16 million euros with projected double-digit annual growth rates over the next five years, Varex said in a statement. Direct Conversion also has more than 40 million euros in signed multi-year supply agreements with customers, primarily for its photon-counting detector products.

"Upon closing, this acquisition will expand our product portfolio to include new linear array digital detectors along with a revenue stream from these products for certain medical, dental and industrial applications," said Sunny Sanyal, CEO of Varex. "It is expected that the current applications will widen our addressable market for digital detector products by approximately \$200 million over the coming years, with additional addressable market expansion potential of up to \$500 million by replacing current CT detectors with photon-counting technology in the future."

The X-ray imaging industry has been working on photon-counting technologies because detectors built with this technology can significantly improve image quality while using lower dose and performing more precise material discrimination, Sanyal said. Direct Conversion has successfully commercialized linear array digital detectors for certain medical and industrial applications and is expected to continue to work on applying this technology to additional applications, including medical CT detectors.

Spencer Gunn, CEO of Direct Conversion said, "We are excited to be joining Varex at this point in the growth and expansion of our digital detector array products. This transaction is expected to accelerate the adoption of this technology in the marketplace utilizing Varex's position as one of the leading providers of digital detectors and its global distribution channels."

Founded in 1930, Utah, Varex employs approximately 2,000 people located at manufacturing and service center sites in North America, Europe and Asia.

19 ways to mess up on the job

There's everything right about looking out for yourself and your career. Right now, with more jobs than people to fill them, it's easier than ever.

One month in mid-2018, job postings exceeded the number of unemployed by an eye-popping 659,000. With this happening, it's no surprise that 3.6 million workers voluntarily quit their jobs in the first seven months of 2018. This 2.4-percent quit rate was the highest since April 2001.

No one can miss the message: more vacancies and not enough takers to fill them equals better opportunities and higher pay.

But not so fast.

All this may be true in some situations, but not everywhere — and not forever. If you believe jobs are "temporary" and the best is yet to be, you can create an easy-to-spot trail of behaviors that can put a cap on your career. In this environment, here are some of the ways to mess up on the job without even knowing it:

1. Take advantage of your team. To do this, make it clear from the get-go that you're a "team player." This is what everyone wants to hear today, so keep repeating it. Now that you've set the stage, make sure everyone knows you have too much on your plate to support the team.

2. Cover up your mistakes. To make this work, act totally innocent. Rehearse your story so you can act shocked if someone calls you on an error. Never crack; never confess. Once you get it down pat, you're ready for the next time — and the next.

3. Always agree but don't perform. When asked to do something, act interested and even excited, but never get around to it. After you've done this several

times, the word will get around and you'll be left alone.

4. Position yourself as the exception. You've figured it out and thought it through. There are good reasons why what applies to everyone in your group doesn't apply to you. Don't bother telling others about it. They've figured it out on their own.

5. Do only so much and nothing more. You're not going to be around long; you're already looking for your next gig. So, why knock yourself out? Just ignore the pressure to do more. Act busy, but take it easy on yourself.

6. Make it known that you're meant for better things. Sure, you do your work, but you also talk about how great it was at your last job or how good your friends have it where they work.

7. Disappear when there's a crisis. Coming in early or staying late when it's needed doesn't work for you. Always have a reason ready why you can't alter your regular schedule time or, better yet, even come in late or leave early.

8. Pass the blame around. The directions were incorrect. Someone gave you inaccurate information, misled you, waited to the last minute to notify you or had it in for you — on and on it goes. There's plenty of blame to go around.

9. See yourself as a silo of one. You're an island, entire of yourself, to paraphrase John Donne. "It's blindness, which causes people to do stupid things," states Gillian Tett in *The Silo Effect*.

10. Behave inconsistently. This is the most useful on-the-job strategy for hiding in plain sight. One time you're up and the next time you're down. Friendly, and then aloof. You're unpredictable; no one knows how you're going to

react. It doesn't take long before they stop counting on you.

11. They can't do without you. You've been in the job for a while and you know the ropes, so you're feeling good about yourself. You talk more openly about coworkers and play a little loose with the rules. While you believe your job is secure, others see a train wreck coming.

12. Get upset if you're not getting a regular dose of praise. In fact, you've come to expect it. It's almost an addiction. When you don't get it, you're quick to complain that you're not appreciated.

13. Ask for help but never offer it. You can't understand why your coworkers are reluctant to help you. It isn't because they don't like you. With you, helping is a one-way street.

14. Make it a point to play it safe. Whether it's because you want to avoid criticism or you just can't be bothered, never take a chance and step outside of your comfort zone. Everyone can see what you do, but not what you're capable of doing.

15. The rules don't apply to you. When the rules benefit you, you make sure everyone knows about it. When they don't, you come up with way to make it clear that you are the exception.

16. Overestimate your capabilities. Hey, you're not alone on this one. Most of us tend to exaggerate our skills, capabilities and our performance, but some do it more than others and they're surprised when they're no longer needed.

17. Always be ready to come up with a complaint. It's one thing after another. We can count on you to make a big deal out of almost anything. Then, when something comes along that may be worthy of a complaint, we ignore you.

18. Don't learn new skills or expand your knowledge base. You don't seem to recognize that no one arrives on a job perfectly prepared. It takes time to learn the ropes and then continue learning to become and remain highly productive.

19. Bluff your way. If you haven't found a way to successfully mess up on the job, there's always the other option: faking it. Claim to know something you don't. Make up a story about an accomplishment or even awards or commendations. In other words, bluff your way. It will work — until it doesn't.

There may be other ways to mess up on the job that will jeopardize your future, but these are a good start.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer.



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UofU-developed device to become part of new hearing-loss treatment

A team of worldwide researchers including engineers from the University of Utah have received a \$9.7 million grant to design and develop a new implantable device and surgical procedure for the deaf that hopefully will cut through the noise and produce much more detailed sound than traditional hearing-loss treatments.

The new procedure involves the use of a new version of the Utah Electrode Array architecture, a brain-computer interface originally developed by University of Utah biomedical engineering professor emeritus Richard Normann that can send and receive electrical impulses from the brain. The version used in the new study is a special variant of the Utah Slanted Electrode Array designed for use in peripheral nerves. Versions of the Utah Electrode Array are being further developed to allow amputees to move prosthetic limbs with their mind and, in this case, to hear higher-resolution sounds than with regular cochlear implants.

Since the mid-1980s, cochlear implants have been used

to treat hundreds of thousands of deaf patients. It uses a tiny device implanted in the cochlea — a spiral cavity of the inner ear that produces nerve impulses from sound vibrations — to stimulate the auditory nerve. But the implants don't work for everyone because of some patients' anatomy or other malformations. And for those in which it does work, the sounds they hear may not be detailed, preventing them from distinguishing music or understanding voices in a noisy room, for example.

The new procedure, which is being funded by a five-year grant from the National Institutes of Health, could help those who are normally not candidates for cochlear implants, said University of Utah electrical and computer engineering professor Florian Solzbacher. That's because the Utah Electrode Array assembly, a small (1.2mm x 1.8 mm) silicon chip attached to a bundle of wires and connected to a stimulator device, is implanted directly to the patient's auditory nerve as opposed to the cochlea.

"You have much higher resolution of sound, which means

you can cover more individual frequencies and have better tonal range," said Solzbacher, who is the lead UofU researcher working on the team. "That should allow you to get more realistic hearing."

Another benefit of this technology is that the electrode array could be connected to existing hearing aids normally used in regular cochlear implants and does not require specially designed devices. As a clinical product, the implanted array must be designed to last about 30 years in the body.

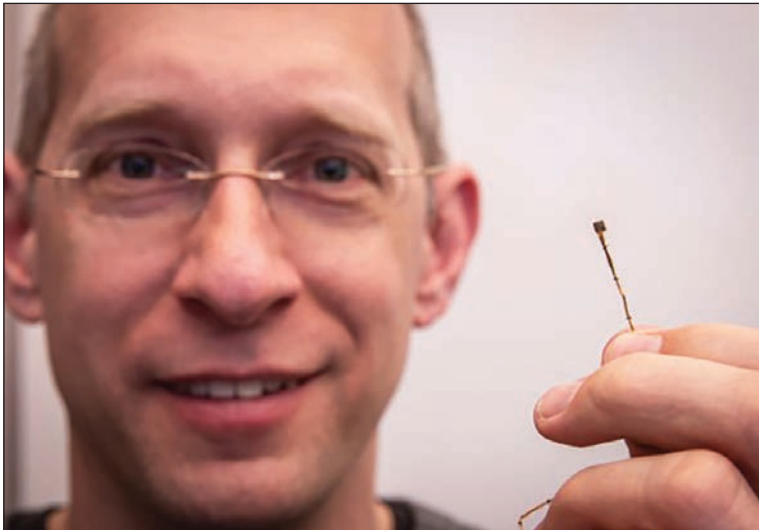
During the first three years of the grant, the team will develop the technology and surgical proce-

dures and ensure it is safe and effective. The final two years will be devoted to implanting the devices on three patients with hearing loss who are normally not candidates for cochlear implants.

The team will be led by researchers from the University of Minnesota and includes scientists from The Feinstein Institute for Medical Research, the research branch of Northwell Health, headquartered in Manhasset, New York; Hannover Medical School, a university medical center in Hannover, Germany; International Neuroscience Institute in Hannover, Germany; Hannover Clini-

cal Trial Center in Germany; Salt Lake City-based Blackrock Microsystems LLC, an implantable neurotechnology device company that has been developing the Utah Electrode Array; and MED-EL, an Austrian manufacturer of medical devices for hearing loss.

Normann's Utah Electrode Array, which he began developing in the 1980s, has also been used in a variety of research including for pain modulation, the development of a bionic eye that can help the blind see again, for bladder control, to regulate epilepsy and even for neural disorders such as Alzheimer's.



University of Utah electrical and computer engineering professor Florian Solzbacher holds a version of the Utah Electrode Array, a small implantable brain-computer interface that will be used in a new procedure to help deaf patients hear much better than those with cochlear implants.



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CONTESTS

• **Instasize**, a Salt Lake City-based company offering a toolkit for social media content creators, has announced the **Creator Tour**, an all-expenses-paid travel program for social influencers of all kinds. The Creator Tour is designed to provide social media entrepreneurs a chance to explore the world, capture rich content and meet other like-minded creators. Anyone with an Instagram account and the desire to produce inspiring content can apply to join the tour. Instasize will be accepting applications throughout the year for nine different tour destinations. The Instasize team has planned custom itineraries focused around world-class content planning and creation and will hand-pick five to seven social media content creators to bring on each excursion. The May 2019 tour to Tokyo, Japan, is now open for applications. Details are at <https://instasize.com/creator-tour>.

EDUCATION/TRAINING

• Three Utah universities have made a list of **best online MBA programs in 2019**. The **University of Utah** was ranked No. 52, **Southern Utah University** was ranked No. 77 and **Westminster College** was ranked No. 141 on the list compiled by **BusinessStudent.com**. Programs without accreditations (AACSB or ACBSP) were not included. The rankings were determined by analyzing five criteria: tuition, accreditation, acceptance rate, student support and engagement.

GOVERNMENT

• The **U.S. Department of the Interior** has awarded more than \$291 million in conservation funding for states and tries to clean up and repurposed abandoned coal mines. The total includes more than \$1.36 million in Utah. The Abandoned Mine Land (AML) Reclamation grants are provided through the Office of Surface Mining Reclamation and Enforcement. The grants, funded in part by a fee based on coal produced in the United States, help to eliminate dangerous conditions and pollution caused by past coal mining. AML-funded projects have closed dangerous mine shafts, eliminated highwalls, reclaimed unstable slopes, treated acid mine drainage, and restored water supplies damaged by mining.

INTERNATIONAL

• Applications are being accepted until April 3 for people wanting to participate in the state of Utah's trade mission to Switzerland, France and Italy in June. The trade mission is an undertaking of the **Governor's Office of Economic Development and World Trade Center Utah**. It takes place June 12-22 and will be incorporated with the Paris Air Show. It will include market-specific business briefings by in-country experts and the U.S. Commercial Service, VIP receptions for business and government leaders, company visits and customized B2B meetings. Details are at <https://wtcutah.com/trade-missions/europe/>.

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INVESTMENT

• **Tower Arch Capital LP**, a Salt Lake City-based investment firm, has announced the closing of **Tower Arch Partners II LP** and its parallel investment entity with \$450 million of capital commitments. Fund II closed at its hard cap and was substantially oversubscribed, Tower Arch said. The fund's investors include current and former management team members, foundations, diversified financial institutions, university endowments and family investment offices. Tower Arch Capital professionals are significant investors personally and remain collectively one of the largest investors across Fund I and Fund II. Fund II's investment focus will continue to be in the lower middle market, targeting transformational opportunities where founder and family-owned businesses need capital and/or professionalization to take them to the next level of growth and success. **Shannon Advisors** acted as placement agent, and **Kirkland & Ellis** acted as legal counsel.

LAW

• **Stoel Rives LLP** has hired **Romaine Marshall** for the firm's litigation group as a partner in its Salt Lake City office. In addition to his experience as lead counsel in a variety of business disputes, Marshall brings experience as a cybersecurity and privacy lawyer. Marshall has worked with clients to develop industry-specific cybersecurity programs, conduct risk assessments and internal privacy audits, and respond to regulatory investigations. Prior to joining Stoel Rives, Marshall was an associate at Kirton McConkie PC, and most recently a partner at Holland & Hart LLP. Marshall received his law and bachelor's degrees from Brigham Young University.



Romaine Marshall

MANUFACTURING

• **ZAGG Inc.**, Salt Lake City, has announced that **Brad Holiday** has stepped down as chief financial officer and has transitioned to senior vice president of finance and strategic projects. **Taylor Smith**, who had served as vice president of finance and accounting, will succeed Holiday as CFO. Smith also has served as director of SEC reporting. Before joining ZAGG in 2011, he served in various roles at KPMG LLP starting in August 2004, including senior manager, manager, senior associate, and



Brad Holiday



Taylor Smith

associate within the audit group. Smith holds a B.S. and a master's degree in accountancy from Brigham Young University.

OUTDOOR PRODUCTS/ RECREATION/SPORTS

• **Castle Gate RV Park and Campground** will open April 18 in Helper. It has 106 total sites and can accommodate rigs up to 100 feet with spaces wide enough for the largest slide-outs on both sides, still leaving space for awnings and tables and chairs. It also offers Wi-Fi, campfires, a splash pad and playground for children, horseshoes and picnic pavilion. It also has two sizes of cabins and tent sites with water and electricity. Groundbreaking for the largest RV park and camp-

ground ever in Carbon County took place in May 2018.



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REAL ESTATE

• **The Family Center at Riverdale** has been sold for \$48.2 million by **CIM to CCA Acquisition Co.** The 427,828-square-foot shopping center is 97 percent occupied by Target, Sportsman's Warehouse, Best Buy, Pier 1 Imports, Show Carnival, PetSmart, Dollar Tree and Joann, among others. It was built in phases from 1995 to 2008 at 1083 W. Riverdale Road. Pete Bethea, vice chairman of **Newmark Knight Frank**, along with Rob Ippolito and Glenn Rudy, NKF senior managing directors, along with Ben Brown and Brandon Goodman of **Mountain West** as local market partners, represented CIM. CCA was self-represented.

• **Alliance Residential** has announced **The Ivy at Draper**, an apartment community for active adults (55-plus). The community has been implementing improvements to its amenity spaces and will soon feature its own hair and nail salon, library and on-site café. They join a resident gaming room and TV lounge, clubhouse, fitness center, courtyard fireplaces and barbecues, and more.

• **Newmark Grubb ACRES** has added retail directors **Tony Coop**, **John Owens** and **Jonathan Owens** to its Salt Lake City office. Coop and John Owens each have 25 years of experience in the commercial real estate industry, with Jonathan Owens being in the field for the past decade. Coop makes the move to NGA from Colliers International, while both John Owens and Jonathan Owens come from Cushman & Wakefield. Coop has



John Owens



Jonathan Owens

a background in sales across several markets and industries. Before beginning his real estate career, he had sales experience in the international commercial aerospace industry and then office solutions. John Owens also has a background in law, receiving both his Bachelor of Science and Juris Doctorate in Law at the University of Utah. Jonathan Owens focuses on tenant representation for both national and regional tenants with an eye on further strengthening their existing presence as well as making an entry into the market. In addition to his tenant relationships, he has represented multiple developers in his role of leasing agent as well as assisting in site selection and development.

• **LaBlast Fitness** has leased 23,258 square feet in the Northshore Industrial Center at 758 S. Auto Mall Drive, American Fork. The space in the new building will serve as the corporate home for LaBlast Fitness. Skyler S. Peterson, senior vice president at **Newmark Grubb ACRES**, and NGA industrial associate Tre Bourdeaux represented the tenant, **LaBlast Holdings LLC**, in the transaction.

RECOGNITIONS

• Five people recently received the **Deedee Corradini Women's Leadership Awards**. They were presented by Salt Lake City Mayor Jackie Biskupski and recognize female leaders who have helped other women and their community. It also serves to honor the legacy of Deedee Corradini, Salt Lake City's 32nd mayor and the first woman to hold the position. **Casey Chase**, **Ashlee Espinoza**



Casey Chase



Ashlee Espinoza



Remy Fowles

see BRIEFS next page

Industry Briefs

from previous page

and Remy Fowles from Utah Venue Market received the Opportunity Builder award for 2019. Utah Venue Market is an all-women-run business that



Victoria Petro-Eschler



Carolyn Tanner Irish

works to promote women's upward mobility. Victoria Petro-Eschler received the Emerging Leader for 2019 award. Petro-Eschler is the executive director of the Salty Cricket Composers Collective, a music program that offers free, after-school, orchestra-based lessons to students at Title 1 schools. Carolyn Tanner Irish received the Community Leader Award.

She was the fourth woman ever to be ordained as a bishop in the Episcopal Church, and the first in Utah. For more than 35 years, she has been a pivotal leader at O.C. Tanner.

• Lexicon Travel Technologies, Park City, has been

recognized as the top-performing vacation rental channel manager in Booking.com's Connectivity Partner Program for its work on behalf of property managers in 2018. Lexicon is one of six connectivity providers across the Booking.com ecosystem worldwide to receive the recognition.

SERVICES

• Merlin, a Salt Lake City-based hourly jobs marketplace, has hired Charlie Besecker as vice president of sales and operations. Besecker most recently was at Qualtrics for six years, building out the entry-level sales and sales development programs and then the go-to-market enablement and learning



Charlie Besecker

and development functions globally. Prior to Qualtrics, he led several sales consulting agencies.

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TECHNOLOGY/LIFE SCIENCES

• Domo Inc., American Fork, has announced that Carine Clark has joined its board of directors. Clark is president and CEO of Banyan, a patient engagement company. She also has served as president and CEO of MaritzCX and Allegiance Inc., as chief marketing officer of both Symantec and Altiris, and serves on the



Carine Clark

boards of the Governor's Office of Economic Development (GOED) and Silicon Slopes. She earned her bachelor's degree in organizational communications and MBA from Brigham Young University.



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Business Tech

Try these three steps to strengthening your passwords and security

While cats and dogs make great companions, they make horrible passwords. Unless you come home to a cat named “34567\$%^&*hgfd23\$%^&*()”, you should never use your pet’s name as a password.

It’s not just pets that make poor passwords. Almost any password that you come up with unassisted is going to be considered weak in security. Forget what the account registration process suggests, adding an additional symbol or number isn’t enough. You either need a cat named “34567\$%^&*hgfd23\$%^&*()” or a password generator/saving application.

Passwords are just the start of creating secure accounts. You need additional barriers to remain protected. Adding even just one of the following security measures will make a huge impact. But after you read this article and see how easy it is to apply all the suggested additions, you may be adding all of them.

Password Generating Application.

A prime example of this ap-

plication is called Dashlane. Dashlane is a desktop and mobile application designed to help you create safe and secure accounts. The application has a password generator that creates random passwords up to 50 digits. It gives you the options to include up to 10 symbols and 10 numbers. It also saves all of your login information in one location. This makes it unnecessary to remember any of your passwords other than the one to log into the program, which is helpful considering your new passwords will be up to up to 50 digits long.

The result of all these features is extremely strong passwords, saved in one location, easily accessed and easily changed if an account becomes compromised. If somehow, one of your accounts is breached and your password is taken, you can rest easy knowing all of your passwords are different. Some hacker is not going to be able to take that Pinterest password and apply it to all your email logins until they find their way into your online bank portal.

The application is great for personal use and perfectly com-

plements any business. If your company needs to manage multiple employees and their access to multiple accounts, document-sharing and organizing teams, you need this. Your company’s security is only as strong as your weakest employee password. Stay strong by keeping their access to your information secure.

Two-Step Verification

You’ve been compromised — a hacker has successfully stolen your account information and is logging in as we speak. Think of how much damage they can do by either going on a quick rampage or by remaining silent and slyly stealing from you for months to come. But, as they click to login, they are greeted with the notification “Two-Step Authentication Required.” Crisis averted.

Two-step verification is essentially an additional, constantly changing, password that protects your account. When two-step is setup on an account of yours, anytime you attempt to login to that account you are sent an additional code that must be entered before you are granted access. If you do not enter the correct code, you are unable to continue logging in. It is a great last line of defense in the war on hackers.

You can set it so that a code is sent to your phone every time you log in to an account such as Gmail or Amazon. You can also download an application like Google Authenticator that shows you your login codes live. But don’t try and memorize them, those too change every 10 seconds into a new and completely random combination.

The great thing about two-step authentication is that if you ever get an authentication code sent to you without you requesting one, you know that your account/password has been compromised and that it is time to change to a new password. Then all you have to do is quickly login to that account and change your password to a new randomized combination.

Staying Up-To-Date on Security Breaches. You can’t solely rely on your security measures to keep your account and personal information secure. You have to do some due diligence of your own when it comes to keeping an eye on how your information is being handled and educate your team with this information. Companies are hacked and hacked often. That isn’t a question. The only question is how much publicity do they want to give the data breach.

Companies are supposed to alert their customers of a data breach. However, there have been many attempts to ignore or downplay data breaches. Breaches lose the company data, trust and money. So, don’t be surprised when it is swept under the rug. It is always a good idea to keep an eye

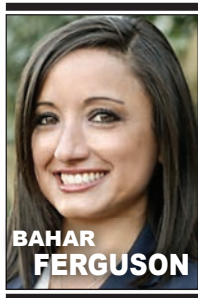
out for any news of a breach and react accordingly.

If a breach is announced, take the appropriate measures as soon as you are alerted. You should change your passwords, security questions and look into adding two-step authentication like we previously discussed. Keep in mind that no company is “too big” to be compromised and that keeping your information secure is a shared responsibility.

Passwords are the gateway to all the sensitive personal information about our lives. It is important to take pride in increasing your security not only for your own benefit but the benefit of your family or company. Private information is a two-way street. This means multiple people will be affected by the security breach of one person. This is exceptionally harmful when it comes to your business. Every employee you have accessing private information is a potential weak point.

The three steps for increasing your security are not only simple, they are quick and easy to set up. The only step that requires continuous effort is staying informed about data breaches. The other two are a one-time setup and operate on their own from there. They’re so easy you’re going to have a hard time convincing yourself it isn’t worth taking the time to set up for yourself and your employees.

Bahar Ferguson is president of Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.



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EMPLOYMENT from page 1

economy has enjoyed moderate, sustainable growth,” said Carrie Mayne, chief economist at the Department of Workforce Services. “February’s numbers show a continuation of this trend, with healthy job growth and low unemployment.”

Utah’s private-sector employment grew by 3.1 percent year-over-year with the addition of 38,500 positions. Eight of the 10 private-sector industry groups measured in the establishment survey posted net job increases in February, while other services showed no change and construction lost 300 jobs year-over-year.

The largest private-sector employment increases were in

trade, transportation and utilities (10,400 jobs); leisure and hospitality (8,700 jobs); and education and health services (6,100 jobs). The fastest employment growth occurred in information (7.4 percent), leisure and hospitality (6.0 percent) and natural resources (4.4 percent).

CAI

from page 1

the next two years. More than a third — 34 percent — feel it is likely their household income will increase by more than the rate of inflation during the next two years, the highest level since May 2017 and tied with the highest level recorded since Zions Bank began measuring Utahns’ sentiment on the economy in 2011.

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.

April 1, 7:45 a.m.-2 p.m.

Utah Technology Innovation Summit, presented by Utah Science Technology and Research (USTAR) initiative. Event includes keynote speakers and panels discussing innovation in the medical, energy and clean tech sectors; technology solutions for clear-air initiatives; rural technology-based economic development; funding opportunities for Utah entrepreneurs and startups; and recognition of the 2019 recipients of the Governor's Medal for Science and Technology. Keynote speaker is Mike Leavitt, founder and general partner of Leavitt Partners and former Utah governor. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$49. Details are at <https://utahinnovationsummit.org/>.

April 2, 8 a.m.-noon

"Interviewing: How to Gain a Competitive Edge," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

April 2, 8-11 a.m.

Disaster Preparedness and Business Recovery Program, a ChamberWest event that is the first of a two-part series, with the second taking place June 4. Presenters are Logan Sisan, Be Ready business program manager; and Linda Milne, ChamberWest's emergency preparedness expert. Location is Jordan Valley Water Conservancy Garden Park, 8275 S. 1300 W., West Jordan. Free for ChamberWest members, \$49 for nonmembers. Details are at chamberwest.com.

April 2, 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 2, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a South Jordan Chamber of Commerce event. Location is Embassy Suites, 10333 S. Jordan Gateway, South Jordan. Cost is \$15 for members, \$20 for nonmembers (costs rise by \$5 the day of the event). Details are at southjordanchamber.org.

April 2, noon-12:50 p.m.

"Planning for Growth," part of the 14-week Spring 2019 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute event. Speaker is Jason Olsen, founder and president of Image Studios 360 and Prestman Auto. Location is Utah Valley University, Clarke Building, Room 101A, 800 W. University Parkway, Orem. Free. Registration can be completed at Eventbrite.com.

April 3-4

2019 Utah Local Government Human Resource Conference, an NFP Utah event. Topics include "Utah's Ongoing Demographic Transformation: Labor Force Implications," "The Impact of Utah's New Medical Marijuana Law on Public Employers: and "A 21st Century Approach to Self-Funding." Location is the Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Cost is \$55. Registration can be completed at Eventbrite.com.

April 3, 6-9 p.m.

"The Power of Entrepreneurial Thinking to Grow," part of the Lectures in Entrepreneurship Series at Westminster College's Center for Entrepreneurship. Main presenter is Anthony F. Mirabile from Goldman Sachs. Panelists are Jason Olsen of Image Studios & Prestman Auto, Pete Gallegos of Utah Scale Center, and Monique Higginson of Market Source Real Estate. Location is Westminster College, Bill and Vieve Gore School of Business Auditorium, 1840 S. 1300 E., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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

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

April 4, 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.

April 4, 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. Presenter is Clancy Stone, business advisor at the Women's Business Center of Utah. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

April 4, 11:30 a.m.-1:30 p.m.

Strictly Networking Luncheon, a West Jordan Chamber of Commerce event. Location is Famous Dave's, 7273 S. Plaza Center Drive, West Jordan. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

April 4, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker from Alphagraphics will discuss "Printing Services for Your Business." Location is Soy's Sushi Bar & Grill, 4927 S. State St., Murray. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

April 4, 11:30 a.m.-12:20 p.m.

"Adding Value to Companies," part of the Reed and Christine Halladay Executive Lecture Series, a Utah Valley University Woodbury School of Business event. Presenter is Crystal Maggelet, chairman and CEO of FJ Management Inc. Location is UVU, Ragan Theater, 800 W. University Parkway, Orem. Registration can be completed at Eventbrite.com.

April 4, 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>.

April 5, 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 5, 8-10 a.m.

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

April 5, 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>.

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

Monthly Luncheon Series, a Holladay Chamber of Commerce event. Speaker is Shannon Simonelli of Luminous Life Maps. Location is Fav Bistro, 1984 E. Murray Holladay Road, Holladay. Details are at holladaychamber.com.

April 5, 11:30 a.m.

"Give Up Now: Why Product Ownership is an Impossible Job," a Silicon Slopes event. Speaker is Jeff Patton, an independent consultant and author. Location is Canopy Tax, 4100 N. Chapel Ridge Road, Lehi. Details are at siliconslopes.com.

April 9, 7:30 a.m.-3 p.m.

Women in Business "Spring Into Success" Conference, a ChamberWest event. Keynote speakers are Leena Rinne, vice president of consulting at Franklin Covey and co-author of two books; and Brig. Gen. Christine M. Burckle, commander of the Utah Air National Guard. Event includes nine breakout sessions, including Shannon Happe, a two-time Olympic medalist, discussing "Epic Goal Setting," and other breakouts titled "Creating Your Personal Brand"; "Laughing Yoga"; "Juggling Home, Work and Life"; "Servant Leadership" and "Employment Equality." Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$75 for members with RSVP. Details are at www.chamberwest.com.

April 9, 8-11 a.m.

"The Business of Health" Symposium, presented by the Salt Lake County Health Department, Salt Lake Community College and Get Healthy Utah. Speakers include Lt. Gov. Spencer Cox and Scott Hall, senior vice president of the Kansas City Chamber. Location is the Viridian Event Center, 8030 S. 1825 W., West Jordan. Free. Registration can be completed at Eventbrite.com.

April 9, 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, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

April 9, noon-12:50 p.m.

"Revive and Thrive," part

of the 14-week Spring 2019 Silicon Slopes Lecture Series at Utah Valley University, a UVU Entrepreneurship Institute event. Speaker is Brent Bennett of Hub International Ltd. Location is Utah Valley University, Clarke Building, Room 101A, 800 W. University Parkway, Orem. Free. Registration can be completed at Eventbrite.com.

April 9, 3:30-5 p.m.

Association of Talent Acquisition Professionals UT/SourceCon SLC Meetup. Location is Salt Lake Community College's Miller Campus, 9690 S. 300 W., third floor, Sandy. Free. Registration can be completed at Eventbrite.com.

April 9, 6-9 p.m.

2019 Annual Celebration, a South Salt Lake Chamber of Commerce event. Location is Maverik Center, Centennial Room, 3200 Decker Lake Drive, West Valley City. Cost is \$75. Details are at sslchamber.com.

April 10, 9 a.m.-noon

SBA Rural Road Show, a U.S. Small Business Administration event featuring information about rural initiatives and programs. Location is Morgan County offices, auditorium, 48 W. Young St., Morgan. Free. Details are at <https://www.sba.gov/tools/events>.

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

LinkedIn Luncheon, a Utah Valley Chamber event. Activities include networking, followed by Kate Bowcut, Utah Valley Chamber business development executive, providing tips on how to improve a LinkedIn profile. Location is Outback Steakhouse, 372 E. University Parkway, Orem. Details are at thechamber.org.

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

"Let's Do Lunch," a Sandy Area Chamber of Commerce event. Location is The Bean Yard, 883 E. 9400 S., Sandy. Cost is \$20 for members, \$25 for nonmembers. Details are at sandychamber.com.

April 10, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is The Copper Nickel, 2450 Grant Ave., Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

Succeeding in Your Business

Battling the big boxes - and winning: Part 2

Nothing — and I mean nothing — frightens small-business owners more than hearing that one of the big-box retail chains — Walmart, Costco, Lowe's, Home Depot and the like — is moving into town (well, maybe that Amazon is moving into their business).

In last week's column, I gave you an overview of what you have to do to beat Goliath. Now here are some specific tips that have worked for many of my clients:

Prepare for Change. You will probably need to change your business model — drastically, and quickly — in one or more ways. Prepare yourself and your business partners psychologically for that.

Speed Things Up. Surviving against a big competitor is not so much a matter of providing better service as it is giving your customers a more convenient experience so they can get in and out of your shop quickly.

When customers show up, your sales staff should be trained to ask them immediately what they're looking for, help them make decisions quickly and move them along. Let the window shoppers, lookie-loos and showroomers fend for themselves.

Consider Going a "Mile Wide and an Inch Deep" With Your Inventory. Stock only those items your customers request over and over again. People won't go to Home

Depot to buy a couple of light bulbs. If you always keep their bulbs in stock, they will buy from you, even if you charge more for them.



CLIFF ENNICO

Every square foot of your store should be occupied by inventory that turns over within 30 days or less. Airport bookstores carry only best-sellers. If you're stocking stuff that isn't rolling over quickly, dump it.

The Mysterious Bookshop in New York City is one of the hottest independent bookstores in

North America and has competed successfully with both Amazon and Barnes & Noble for decades. Why? Because all it stocks is mystery novels and it stocks every single mystery novel in print in the English language.

I'm a fan of murder mysteries set in historical times. If I go to the local chain store, I might find a couple of these. If I go to the Mysterious Bookshop, it has entire sections broken down by historical period, such as Ancient Rome, Elizabethan England and Mysteries based on the novels of Jane Austen.

Consider Going High-End and Chasing the "1 Percent." You will never see people wearing designer dresses or Patek Philippe watches at Costco. People looking for high-end, luxury "status" merchandise care about the customer experience and be-

ing pampered. You won't get as many customers each day as you do now, but each one will spend lots more per purchase.

Look for Underserved Markets. Are there any local communities who are underserved by local retailers, perhaps because of a language or cultural barrier? Now is the time to reach out to them in a big way. The three words that will double your business if you add them to your business cards and website are "Se habla español." Embrace your community in a bear hug. The owner of a local ice cream parlor has been battling Cold Stone Creamery and other national franchises for years. His competitive advantage? He has five kids in the local school system ranging from kindergarten to high school who are his brand representatives. Whenever a local kid is having a birthday or special event, he or she gets a coupon for a free cone or 25 percent off on a cake.

If there's a charity run going on, he sponsors it and gives out free T-shirts. He has not one, but two Little League teams wearing his jersey. At the annual Memorial Day parade, dozens of kids march behind a big banner offering free ice cream for veterans. Yes, it costs money. But where do you think everyone in town goes for ice cream? Resistance is futile: You might be shamed on social media if someone were to see you in a competing parlor!

Become a Virtual (Digital) Business. There's an old saying: "The enemy of my

enemy is my friend." Who does a big-box retailer fear? Amazon, that's who. Amazon.com has built warehouses in most states to enable same-day or next-day delivery of merchandise. Remember the drones? Once this happens, the traditional big-box retailers will be in a cage match to survive.

Mom-and-pop retail isn't disappearing. It's going online. Today's boutique clothing store is tomorrow's eBay store or Amazon seller account. Millions of Americans sell merchandise online full-time or part-time.

Yes, you will have to offer free shipping and cut your margins to be competitive online, but you will eliminate virtually all of your overhead. To get started, check out Amazon's Fulfillment by Amazon service. And then just hope Amazon doesn't like your merchandise so much it decides to offer its own brand and compete with you.

Take Action Now. Once you've decided on a competitive strategy, don't procrastinate. Do it today, before the big-box retailer has sunk its roots and built customer awareness. Sometimes you have to be ruthless to survive in business. This is one of those times.

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

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Lead by letting go

Sgt. Herbert G. Tyson had just finished lunch when somebody hollered, "Get out of the mess hall! Here they come!"

Tyson shared what happened next: "Everybody jumped up and started for the door, where our helmets were setting on a table. When I got to the table, I couldn't find my helmet. Finally, there was only one and I was the only one left indoors, so I grabbed it and ran outside. I crossed over to the garbage pit and dove in. The garbage pit was large enough that the Zeros could fire into it and hit the opposite bank. So, during this time I kept jumping from side to side, depending on which direction the fighters were coming from."

It was December 1941 on the island of Luzon in the Philippines and World War II had begun. Sgt. Tyson was an Army Air Corps aircraft mechanic when the Japanese Imperial Forces launched their attack, but it wasn't long before he became a foot soldier, defending the Bataan Peninsula.

What followed for Tyson and his fellow combatants was truly tragic. After months of short rations, fierce combat and disease, Gen. Edward King was forced to surrender approximately 75,000 troops at Bataan in April 1942. That set in motion the infamous Bataan Death March, a forced march of approximately 65 miles from Mariveles, on the southern tip of the Bataan Peninsula, to the town of San Fernando.

Already starving and dealing with horrific tropical heat, the trek took the lives of thousands of men, many of whom were brutally beaten, bayoneted or literally crushed into the roadway by Japanese tanks. Survivors of the march were then crammed into railcars and taken to prisoner-of-war camps. Thousands more died there from mistreatment, malnutrition and disease.

Hunger became the normal condition for POWs. Tyson shared stories of short rations of watery rice, often maggot-infested. He even told of catching and eating rats. He also suffered from a variety of diseases, including dysentery and malaria.

But disease and starvation were the easy parts. The brutality of his captors took the experience to a much deeper, hellish level. In his memoirs, he shared:

"Being beaten was something you understood would happen to you daily. You were either going to get slapped or you were going to get beaten on the head with a sledgehammer handle. Daily, each

and every man could assume that sometime during the day he was going to get beat some way or another. It just got to be an accepted fact. Once you went to work and the guards came out and started checking, you'd be lucky if you weren't picked on. Usually they picked on everybody, there were no exceptions."

Sgt. Tyson was liberated in Osaka, Japan, in September 1945. Like his fellow survivors, he was a skeletal version of himself and it took many months of rehabilitation to recover.

Some lingering effects never left him; he had flare-ups of malaria and there were terrible memories that haunted him.

Fast-forward to 1960. Tyson, then a captain in the U.S. Air Force, was married and a father of two sons — including me. He had just received an assignment that would take our family to Tachikawa Air Base in Japan. As we prepared to depart, Dad sat down with my brother (age 6) and me (age 10), and talked to us about the move. He related a bit about the war, but then emphatically stated that the Japanese people were a great and noble people who deserved our love and respect. He and our mother had always stressed that we should love our fellow man, so this instruction didn't seem significant to me at the time.

It was only years later, when I had the opportunity to meet some of my father's fellow survivors, that I realized how incredibly unique his attitude was. Nearly all of these men had a great hatred for the Japanese, which they expressed liberally. And this was, of course, understandable.

My father gave my brother and me an enduring gift by his choice to let go of the horrific treatment he had experienced as a POW. He chose to forgive and he stripped away any potential biases based on "the sins of the fathers" that might have infected his sons' attitudes toward the Japanese. He literally broke the cycle of hatred.

As I consider the leadership principles I have learned over my career, one of the most significant was taught me by my father: Don't get hung up on what has happened in the past. Forgive, forget and move forward. I believe this has great merit for each of us in our various leadership capacities.

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



RICH TYSON



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CALENDAR

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April 10, 5:30-7 p.m.

Murray Women in Business Meeting. Speaker Wendy Bird, founder of Pearls with Purpose, will discuss "Six Key Traits to Learn by Doing." Location is Twigs Bistro & Martini Bar, Fashion Place Mall, 6223 S. State St., Murray. Cost is \$20 before April 8. Details are at murraychamber.org.

April 10, 6-9 p.m.

"The Power of Female Entrepreneurs," part of the Lectures in Entrepreneurship Series at Westminster College's Center for Entrepreneurship. Main speaker is Rose Maizner from Renewable Tech Ventures. Location is Westminster College, Bill and Vieve Gore School of Business Auditorium, 1840 S. 1300 E., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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

"Lunch & Learn," a Murray Area Chamber of Commerce event. Speaker is from Volunteers of America. Location is Soy's Sushi Bar & Grill, 4927 S. State St., Murray. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

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

April WIB Luncheon, a Davis Chamber of Commerce event. Speaker Sandy Hendry, founder of Minky Couture, will discuss "It's Never Too Late to

Jumpstart Your Career." Location is Minky Couture, 1782 Woodland Park Drive, Layton. Cost is \$20. Details are at davischamberofcommerce.com.

April 11, 11:30 a.m.-12:20 p.m.

"Leadership Strategy and Achieving Your Goals," part of the Reed and Christine Halladay Executive Lecture Series, a Utah Valley University Woodbury School of Business event. Presenter is Anthony F. Mirabile, managing director of IMD operations, Goldman Sachs & Co. Location is UVU, Ragan Theater, 800 W. University Parkway, Orem. Registration can be completed at Eventbrite.com.

April 11, 4:30 p.m.

"Wine and Whine," a South Jordan Chamber of Commerce event. Location is Wing Nuts, The District, 11580 S. District Main Drive, South Jordan. Details are at southjordanchamber.org.

April 11, 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.

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

"How and When to Network with Others in the Industry," a SCORE event. Location is Sandy City Library, 10100 S. Petunia Way, Sandy. Free. Details are at https://www.sba.gov/tools/events.

April 12, 7:45-9 a.m.

Women in Business Net-

working, 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.

April 12, 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.

April 12, 11:30 a.m.

Second Friday Casual Lunch, a ChamberWest event. Location is Wild Ginger Asian Cuisine, 4782 W. 4100 S., West Valley City. Details are at chamberwest.org.

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

"Trends in Housing for Utah's Aging, Active Population," a ULI (Urban Land Institute) Utah event. Panelists are Mark Erickson, managing director, Summit Vista; a representative from Taylorsville; Mark Pace, partner, Gardner Cos.; Marcus Cordova, Summit Vista; Connie Wittich, founding partner, Metropolitan Studios; and a Summit Vista resident. Location is Summit Vista, 3390 W. Signal Peak Drive, Taylorsville. Details are at https://utah.uli.org/event/.

April 13, 8:30 a.m.-12:30 p.m.

Second Annual RevRoad Entrepreneur Competition. Location is RevRoad, 1555 N. Freedom Blvd., No. 100, Provo. Open to the public. Details are at https://ecomparevroad.com/.

April 13, 10 a.m.-1 p.m.

"Simple Steps for Growing Your Business," a SCORE event. Location is Salt Lake Main Library, 210 E. 400 S., Conference Room C, Salt Lake City. Free. Details are at https://utahsbdc.org/trainings.

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

Free Business Coaching, a West Jordan Chamber of Commerce event. Greg Cassat of the Zions Bank Resource Center will be available for consultation in 30-minute appointments. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at westjordanchamber.com.

April 16, 8-11 a.m.

"Harassment Prevention for Managers and Supervisors," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

April 16, 8:30-10 a.m.

"Marketing Collaborative: How to Make Sense of Paid Search," a Utah Technology Council event. Speaker Bjorn Espenes, founder of CEO of Finch, will discuss "Automate or Die." Location is UTC, 13693 S. 200 W., Draper. Registration can be completed at Eventbrite.com.

April 16, 8:30-11 a.m.

Digital Marketing Hack Series: "Instagram for Advanced Users," a Salt Lake Small Business Development Center (SBDC) event. Location is Salt Lake Community College's Larry H. Miller Campus, Corporate Partnership Center, Room 101, 9690 S. 300 W., Sandy. Cost is \$20. Details are at https://www.sba.gov/tools/events.

April 16, 9-10:30 a.m.

"Library Resources for Businesses and Entrepreneurs," a Salt Lake Chamber event. Speaker Matthew Phillips, an adult services library at the Salt Lake City Public Library's Chapman Branch, will discuss freely available library resources that can help a business with the initial business plan, scale-up, training and more. A limited number of laptops will be available, so participants are asked to bring a device, if possible. Location is Glendale Library, 1375 Concord St., Salt Lake City. Free. Details are at slchamber.com.

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

Southwest Valley Women in Business. Location to be announced. Cost is \$15 for members the day of the event, \$20 for nonmembers. Details are at southjordanchamber.org.

April 16, noon-12:50 p.m.

Spring 2019 Silicon Slopes Lecture Series at Utah Valley University, a 14-week UVU Entrepreneurship Institute event. Topic to be announced. Speaker is Joe Salisbury of DAI Utah. Location is Utah Valley University, Clarke Building, Room 101A, 800 W. University Parkway, Orem. Free. Registration can be completed at Eventbrite.com.

April 17-May 29

Entrepreneur Training Academy, a Sandy Area Chamber of Commerce event for people looking to start a business or business owners in the early stages. Training takes place over seven sessions on Wednesdays, 8:30-10:30 a.m. Cost is \$500 for chamber members, \$1,000 for nonmembers. Details are at murraychamber.org.

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

2019 Women's Entrepreneurial Conference, a Utah Women's Networking Group event. Theme is "Harnessing the Power of Social Media & Digital Marketing." Event features guest speakers, breakout sessions, lunch and a pitch competition that will award over \$19,000 in grants to women-owned businesses. Location is Holladay City Hall, 4580 S. 2300 E., Holladay. Cost is based on time of purchase. Registration can be completed at Eventbrite.com.

April 17, 8-10 a.m.

M.A.C.H. Speed Networking, a Murray Area Chamber of Commerce event. Location is The Art Center, 193 W. 2100 S., Murray. Free. Details are at murraychamber.org.

April 17, 9 a.m.-3 p.m.

"Boots to Business," a U.S. Small Business Administration event that is a two-step training program that provides participants an overview of business ownership as a career vocation, an outline and knowledge on the components of a business plan, a practical exercise in opportunity recognition, and an introduction to available public and private sector resources. Location is 5837 D Ave., Building 150, Airmen & Family Readiness

see CALENDAR page 14

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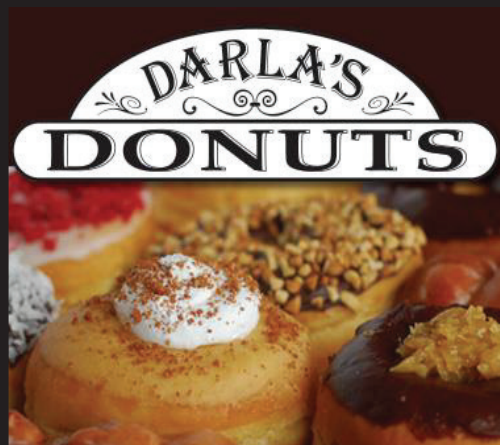
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Opinion

This administration first on record to achieve its rosy economic forecasts

Much of my time is spent criticizing politicians for misrepresenting the impact of their policies. So, for once, I'd actually like to note an area where the Trump White House has represented the impact of its policies more accurately, and even better, than any other administration: economic growth forecasts. It may not sound like much, and I'd rather they balance the budget, but that's a start.

The Congressional Budget and Impoundment Control Act of 1974 requires that each administration report "the economic and programmatic assumptions" underlying a budget. The result is a database of every administration's growth forecasts released since 1975. Using this data, the Council of Economic Advisers (CEA) just released a report showing that this administration "is the first on record to have experienced economic growth that meets or exceeds its own forecasts in each of its first two years in office."

The report displays two charts that span the Carter administration through the Trump administration. One chart shows the first year in office, the other the second year, and each show what the administration forecasted growth to be versus what was achieved.

For both years, the Trump administration's actual growth was equal or slightly higher than the projected growth rates. While it forecasted growth of 2.3 percent during Trump's first year in office, it reached 2.5 percent. In the second year, its projection of 3.1 percent was equal to actual growth.

By comparison, Pres. George W. Bush's projections were seriously off during his first year in office. His administration predicted 2.6 percent growth but only achieved 0.2 percent. His second-term projections were again overly optimistic by nearly a full percent. Growth projections for his father, Pres. George H. W. Bush, were off by 0.6 percent during his first year and by 1.7 percent in his second year. President Ronald Reagan's projections were only off by 0.1 percent in his first year, but his forecast was off by 4.6 percent during his second year due to a recession.

The Trump administration's accuracy is an interesting anomaly. CEA acknowledges, "Forecasting macroeconomic growth is never an exact science." This is true, regardless of which public entities published the forecast. It's also generally true, regardless of the country. Back in 2011, Harvard economist

Jeffrey Frankel published a National Bureau of Economic Research paper on the unreliability of economic forecasting. Frankel looked at data from 33 countries and found a systematic bias toward overly optimistic official forecasts for gross domestic product and budget balances.

Overly optimistic assumptions for economic growth lead to over-optimism in budget estimates. Frankel suggests that the "average upward bias in the official forecast of the budget balance, relative to the realized balance, is 0.2 percent of GDP at the one-year horizon, 0.8 percent at the two-year horizon, and 1.5 percent at the three-year horizon." However, Frankel notes the United States tends to be even more overly optimistic than other countries: "The U.S. and UK forecasts have substantial positive biases around 3 percent of GDP at the three-year horizon (approximately equal to their actual deficit on average; in other words, on average they repeatedly forecast a disappearance of their deficits that never came)."

Unsurprisingly, optimism bias is more pronounced during boom times, or times of economic prosperity. Yet Frankel found that optimism also persists during busts: "Evidently official forecasters ... over-estimate the permanence of the booms and the transi-

toriness of the busts."

While the Obama administration got tripped up by how long the burst lasted, the Trump administration could get cocky about the longevity of the boom. His latest budget projects 10 straight years of 3 percent real growth, but if this forecast fails to materialize, it will make the budget deficits and debt levels worse than projected.

Interestingly, the CEA report adopts a posture of humility by not taking too much credit for the forecasting performance of the administration's first two years, noting, "Forecasts today could perform better than forecasts in the past, for instance, due to improvements over time in the economics literature. The data seem consistent with at least this pattern: this Administration, as the figures in aggregate show, is the first on record to have experienced economic growth that meets or exceeds its own forecasts in each of its first two years in office."

I suspect this humility will serve the administration well, as we advance through this president's term and future forecasts.

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

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This romp of a novel will have you pining for the days of George W. Bush

Nostalgia is what Thomas Mallon is counting on to help draw readers to his new novel *Landfall*, which takes them on a long stroll down memory lane, back to the golden days of President George W. Bush's second term. Really. So, if Mallon's wonderfully entertaining romp attracts the attention it deserves, it will be partly because, considered in the light of current conditions, it was, comparatively speaking, a golden age when:

The 43rd president was promoting his "freedom agenda" ("As freedom takes root in Iraq, it will inspire millions across the Middle East to claim their liberty as well"), while Iraq was being enveloped in "the insurgency," a.k.a. barbarism, becoming the abattoir that the "Axis of Weasel" (France and others unenthusiastic about "the coalition of the willing") had feared.

(One of Mallon's characters is propositioned by a man who suggests to her a "coition of the willing.") Hurricane Katrina revealed the government's competence to be approximately what most people think it is.

Speaking of natural disasters, North Carolina's Democratic Sen. John Edwards (of whom a Mallon character says, "Somebody ghost writes this guy's conversation") used prostrated New Orleans as the launch pad for his campaign to become the 44th president. Harriet Miers was proposed to sit on the nation's highest bench, where justices named Marshall, Harlan, Holmes, Taft, Cardozo, Brandeis and Jackson have sat. Congress, egged on by conservatives who misplaced their suspicion of intrusive government, waded into a family dispute over the medical care that should be provided

to Terri Schiavo, who had been diagnosed as "persistently vegetative."

So, why does Mallon think readers might want to revisit those days when real patriots ordered "freedom fries" with their cheeseburgers? To repeat: nostalgia for *any* time other than this one. If Mallon is right, then the most unlikely president has had the unlikely effect of rendering a service to something that is, to him, only a rumor: literature. On the eve of the 2016 election, Mallon wrote in *The New Yorker*: "As we got deep into 2016, the Iraq insurgency and Hurricane Katrina came to feel almost like refuges. So did the political discourse of the early 2000s: I invite you, in our current ghost-tweeted political era, to go back just eight years, to the Facebook postings of Sarah Palin, and tell me that they do not now read like a lost volume of *The Federalist Papers*."

"In narrative and dialogue," Mallon says, his novel "tries not to reconstruct actuality but to reimagine it." Some might question the propriety of imagining the dialogue of Condoleezza Rice in bed with the Canadian foreign minister, but perhaps fiction is its own excuse. (William F. Buckley, in the first of his 22 novels, solved what he called the problem of the OSS — the obligatory sex scene — with a flourish by having his dashing protagonist, Blackford Oakes, say to Britain's queen at the climactic moment, "Courtesy of the United States, ma'am.")

Mallon is a sort of Republican — he often voted Republican before the party became a cult — and readers of *Landfall* will encounter an interestingly sympathetic portrait of Bush, with "the fast gear-grinding of

his moods, from third to reverse and back again," his stubbornness and his occasionally unvarnished candor:

"The U.S. representative to the six-party talks had declared: 'We are not going to live with a nuclear North Korea.'

"Bush frowned: 'What he said was diplo-speak for 'until we agree to do what I just said we wouldn't.'"

Writing a novel, says Mallon, who has written 10 of them, "is inherently an exercise in empathy," something that is usually in short supply when Americans judge the people they put into power and, hence, into dilemmas. Mallon's many years in Washington, where "the two chief conversational modes" are "argument and prediction," have not made him cynical.

"Extreme cynicism is," he says, "its own kind of naiveté." Certainly, people who

are constantly and theatrically disillusioned about politics thereby confess to promiscuously embracing illusions.

Mallon, 67, has a Harvard Ph.D. and for many years was a professor of English. Perhaps it takes a novelist's eye to notice something that, once noticed, is stunning. "Have you," asks Mallon, "ever seen Donald Trump laugh?" You probably have not. Think about that. Mallon probably will not think about it in a novel set in 2019 because characters worthy of appearing in serious novels are not too simple to discern life's incongruities, or too pompous to find them funny.

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

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GEORGE WILL



CALENDAR

from page 12

Center, Hill Air Force Base. Free. Registration is required. Details are at <https://www.sba.gov/tools/events>.

April 17, 9 a.m.-3 p.m.

Valley Visioning Summit, an Association of Utah County Chambers event bringing together civic and elected officials together with business owners and leaders to plan for Utah Valley's future. Location is Utah Valley Convention Center, 220

UTC/SLOPES

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Information Technology Association (UITA). Knotwell, a resident of Herriman, has been in the Utah Legislature since 2013, serving in the House of Representatives.

"Today's news was made possible thanks to the leadership of UTC's executive committee and its outgoing president and CEO, John Knotwell. John is a remarkable leader who truly puts what's best for our community above everything else. This deal wouldn't have happened and Silicon Slopes wouldn't be what it is today without John and UTC's incredible leadership."

The changes announced last week include UTC becoming "the voice" of Silicon Slopes on public policy, advocacy and government relations. UTC is a 501(c)(6) entity, which allows it to be involved in a wide range of lobbying. Silicon Slopes is a 501(c)(3), which has heavy restrictions regarding lobbying and political activities.

"The UTC organization and its stellar legacy of public policy, advocacy and world-class events will continue to thrive within the Silicon Slopes ecosystem. ... Our community's collective voice will only be magnified and strengthened with these two organizations united under the same leadership and mission," the organizations said in a joint news release last week.

"Years ago, UTC plowed new ground in Utah and it has blossomed into the fastest-growing tech scene in America," Knotwell said. "I'm proud of our history and even more proud to have a small part in bringing these two remarkable organizations together, uniting our efforts to build the strongest, most inclusive and most connected innovation community in the country."

Another change announced last week is that Carine Clark has been appointed the new chair of UTC, succeeding Kathryn Murphy. CEO of Banyan, Clark is a member of the Silicon Slopes' executive board.

"I'm excited to see the rich

W. Center St., Provo. Details are at thechamber.org.

April 17, 3-5 p.m.

"Starting Your Business 101," a Salt Lake Small Business Development Center (SBDC) event. Location is Salt Lake Community College's Miller Campus, Miller Corporation Partnership Center, Room 110, 9690 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

April 17, 3:30-5 p.m.

ChamberWest Business Connections, a ChamberWest

legacy of UTC continue and our community strengthened by this coming-together," Clark said. "It's an amazing achievement to have these two organizations united and continually striving to make Utah the best place to live, work and play."

"We are so excited for these two organizations to be coming together," Murphy said. "This truly is the best of both and it will benefit our growing technology community. We are thrilled to join forces and lead with one voice."

Utah has more than 6,500 technology companies and more than 300,000 people working in the industry.

"No industry is growing at a faster pace," the organizations said. "By uniting UTC and Silicon Slopes, all members of the tech industry now have the ability to lock arms to address the unprecedented growth and challenges that come from the type of success we've managed to achieve."

While the two organizations will share a mission and leadership, they will continue to be operated separately and offer their own programming and events, at least for now. Silicon Slopes will remain based at 2600 W. Executive Parkway, Suite 140, Lehi. UTC, currently at 13693 S. 200 W., Draper, will be moved to a yet-to-be selected location in downtown Salt Lake City, perhaps by summer, Betts said.

Each organization has undergone changes over the years. Silicon Slopes as a marketing concept has been around for about a dozen years. In late 2016, it joined with Beehive Startups, with Silicon Slopes focusing exclusively on the state's tech community and Beehive Startups concentrating on early-stage startups and entrepreneurship. Betts also founded Beehive Startups. The Utah Information Technology Association in 2006 merged with the Utah Life Science Association to become the Utah Technology Council. The life sciences element of the organization split from UTC and was launched as BioUtah in 2012.

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

April 17, 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>.

April 17, 6-9 p.m.

"SEO: Outreach and Semantic Topic Modeling," a Utah DMC (Digital Marketing Collective) event. Presenters are Elli Bishop, director of earned media at Clearlink, and Bill Slawski, director of SEO research at Go Fish Digital. Location is 50 West Club, 50 E. Broadway, Salt Lake City. Free for Utah DMC members, \$20 for nonmembers. Registration can be completed at Eventbrite.com.

April 17, 6-9 p.m.

"The Power of Doing Good," part of the Lectures in Entrepreneurship Series at Westminster College's Center for Entrepreneurship. Main presenters are Heidi and Chris Nielson. Location is Westminster College, Bill and Vieve Gore School of Business Auditorium, 1840 S. 1300 E., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

April 18, 7:30-9:30 a.m.

"Wasatch Business Series: The 2019 Legislative Wrap-Up Breakfast," presented by the Sugar House, South Salt Lake, Murray Area and Holladay chambers of commerce; the Utah Independent Business Coalition; and the Millcreek Business Council. Speakers include Dave Davis of the Utah Retail Merchants Association, John Lair of Momentum Recycling, and two state legislators. Location is Holladay City Hall, 4580 S. 2300 E., Holladay. Cost is \$18. Details are at holladaychamber.com.

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

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

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

"Lunch & Learn," a Murray Area Chamber of Commerce

event. Speaker is from Utah Media Group. Location is Soy's Sushi Bar & Grill, 4927 S. State St., Murray. Cost is \$20 for members, \$30 for guests. Details are at murraychamber.org.

April 18, 11:30 a.m.-12:20 p.m.

"Why I Chose to Be a Capitalist," part of the Reed and Christine Halladay Executive Lecture Series, a Utah Valley University Woodbury School of Business event. Presenter is Steve Peterson, managing partner at Millrock Capital LLC. Location is UVU, Ragan Theater, 800 W. University Parkway, Orem. Registration can be completed at Eventbrite.com.

April 18, 3-4:30 p.m.

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

April 18, 6-8 p.m.

Contactos, a Utah Hispanic Chamber of Commerce networking event. Location is 4770 S. 5600 W., West Valley City. Free for UHCC members, \$10 for nonmembers. Details are at <http://www.utahhcc.com/>.

April 19, 7:30 a.m.-noon

Spring 2019 Nubiz Symposium titled "Elements of Effective Leadership." Location is Weber State University, Shepherd Union Ballroom, 3910 W. Campus Drive, Ogden. Cost is \$49 (two-for-one admission for chamber members). Details are at ogden-weberchamber.com.

April 19, 8-10 a.m.

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

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

"Innovation Series: Utah's Alternative Transportation Future," a Utah Technology Council event. Speakers are Ben Bolte of GreenBike; Brenda Scheer, a professor of city and metropolitan planning; and Alex Cragun, moderator. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free. Registration can be completed at Eventbrite.com.

April 19, 11:45 a.m.-1 p.m.

"Building a Purpose-Driven Culture," a Silicon Slopes event.

Speaker is Anita Grantham, chief people officer at Pluralsight. Location is Instructure, 6330 S. 3000 E., Salt Lake City. Cost is \$10. Details are at siliconslopes.com.

April 20, 10 a.m.-noon

"How to Model Your Business After a Franchise By Setting Up Systems and SOPs," a SCORE event. Location is Day-Riverside Branch Library, 1575 W. 1000 N., Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

April 23, 8 a.m.-noon

"Advanced Human Resource Management Program," an Employers Council event on Tuesdays through May 21. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

April 23, 9:30-11 a.m.

"The Innovative Future," a Utah Technology Council event. Speaker is Andrei Iancu, under-secretary of commerce for intellectual property and director of the U.S. Patent and Trademark Office. Location is UTC, 13693 S. 200 W., Draper. Free. Registration can be completed at Eventbrite.com.

April 23, 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.

April 23, 11:30 a.m.-1 p.m.

Women in Business, a Sandy Area Chamber of Commerce event. Speaker is Susan Madsen, Orin R. Woodbury professor of leadership and ethics and professor of organizational leadership at Utah Valley University, discussing the status, challenges and opportunities for Utah women in the workforce and beyond. Location is Kiln, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Details are at sandychamber.com.

April 23, 11:30 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 for members, \$30 for nonmembers. Details are at ogdenweberchamber.com.

April 23, noon-12:50 p.m.

Spring 2019 Silicon Slopes Lecture Series at Utah Valley University, a 14-week UVU

see CALENDAR next page

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VOLUNTEERS



International Relief Teams Seeks Skilled Construction Volunteers

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes. Our construction teams are currently working in Louisiana in the aftermath of last year's record floods, and anticipate we will be needed in Texas in the near future.

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

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

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

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

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

CALENDAR

from previous page

Entrepreneurship Institute event. Topic to be announced. Speaker is Brent Andersen, founder and CEO of Loveland Living Planet Aquarium. Location is Utah Valley University, Clarke Building, Room 101A, 800 W. University Parkway, Orem. Free. Registration can be completed at Eventbrite.com.

April 23, 5-7 p.m.

"Recipe for Success" Kick-Off, hosted by the Women's Business Center of Utah. Event is designed to empower people to start or grow their own food business; to create excitement around the local food and entrepreneurship movements; and to celebrate the efforts and products of female entrepreneurs in Salt Lake City and Utah residents who are growing thriving food and food-related businesses. Location is Salt Lake Culinary Education, 2233 S. 300 E., South Salt Lake. Cost is \$5. Details are at slchamber.com.

April 24, 7:30-8:30 a.m.

"Coffee Connection," a Holladay Chamber of Commerce event. Location is 3 Cups, 4670 S. 2300 E., Holladay. Details are at holladaychamber.com.

April 24, 8-11:30 a.m.

"Performance Documentation Skills," an Employers Council event. Location is Employers Council, Utah office,

175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

April 24, 9-10 a.m.

"Breakfast with the President," a West Jordan Chamber of Commerce event featuring Aisza Wilde, president and CEO of the chamber. Location is Jim's Family Restaurant, 7609 S. Redwood Road, West Jordan. Free (pay for what you order on the menu). Details are at westjordan-chamber.com.

April 24, 10-11:30 a.m.

Regulatory and Labeling Workshop, a Women's Business Center of Utah event featuring two experts from the Utah Department of Agriculture and Food discussing labeling and regulatory requirements for foods that are sold directly to the consumer and foods that are for wholesale. Presenters are Eric Taylor, retail food program manager, and Rebecca Nielsen, cottage food/labeling specialist. Location is Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

April 24, noon-1:30 p.m.

"Food Truck 101: How to Build a Successful Food Truck," a Salt Lake Chamber event. Presenter is Eddee Johansen, owner/operator of Yoshi's Japanese Grill and founder of the Utah Food Truck Co-Op. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

April 24, 1-5 p.m.

2019 B2B Expo, a Davis Chamber of Commerce event in partnership with the Davis Conference Center/Hilton Garden Inn. Keynote speaker is Tony Rubleski, president of Mind Capture Group, speaking at 1 p.m. Expo doors open at 2 p.m. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberof-commerce.com.

April 24, 2-3 p.m.

"Inventory Tracking and Product Pricing," a Women's Business Center of Utah event. Presenters are Karin Allen, associate professor and extension food quality and entrepreneurship specialist in the Department of Nutrition, Dietetics and Food Sciences at Utah State University; and Ruby Ward, USU professor in the Department of Applied Economics and entrepreneurship specialist. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

April 25, 9-11 a.m.

Excellence in Education Awards Luncheon, a Murray Area Chamber of Commerce event honoring 14 teachers and students from the Murray School District, Granite School District and AISU. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$25. Registration deadline is April 21. Pre-registration is required. Details are at murraychamber.org.

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