

## OF NOTE



### Summer is for fun

Going on vacation soon? You're not alone. A recent Robert Half survey indicates that 58 percent of workers say they stash their vacation time for the summer months, and the average worker plans to take two weeks off from June through August. Fifty-two percent said flexible scheduling, like some work-from-home days, is the best perk companies can offer during the summer, followed by early departure on Fridays at 27 percent.

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*A revised proposal for Olympia Hills, a massive planned community in southwest Salt Lake County, calls for more open space and a lower residential density than the original plan presented last year. Developers are currently seeking public input for their plan with hopes of getting approval to proceed with the project. Rendering courtesy Olympia Hills.*

## Question of density: Developers floating new Olympia Hills plan

**John Rogers**  
*The Enterprise*

Developers Doug Young and Cory Shupe have come back to the public, hoping to gain support for their retooled Olympia Hills high-density residential community in far southwest Salt Lake County. Their original proposal met stiff opposition last year from area residents and was eventually vetoed last summer by then-Salt Lake County Mayor Ben McAdams. The developers have launched a new public campaign hoping to soften the backlash they experienced with their first proposal. If success-

ful, Young and Shupe will then submit the new proposal to the county for rezoning.

Most of the original opposition to Olympia Hills was based on population density and the resultant traffic congestion, water supply concerns and impact on public schools. This time around, Young and Shupe feel they can answer those concerns.

The Salt Lake County Council originally passed the zoning changes that would have made Olympia Hills a reality in early 2018. That original plan called for 8,700

**see OLYMPIA HILLS page 15**

## Want to start a new business? Utah is the 2nd-best place in the nation to do it

Utah is second, behind only Texas, as the best state for starting a business, based on rankings compiled by personal finance website WalletHub.

WalletHub compared the states across 26 indicators of startup success. The data set ranges from financing accessibility to availability of human capital to office-space affordability. Key groups are business environment, access to resources, and business costs.

Utah was second-ranked for access to resources, seventh for business environment and 26th for business costs. In other breakout categories, Utah had the longest average work week among states; was second behind only North Dakota for highest average growth in the number of small businesses; and was tied for first with North Dakota, Iowa and South Dakota for most accessible financing.

In ratings in which 1 is best and 25 is average, Utah received an 18 for industry variety, 24 for office space affordability and 25 for cost of living.

In the overall rankings, Texas and Utah were followed by Georgia, North Dakota and Oklahoma. Rhode Island was the 50th-ranked state.

The report is available at <https://wallethub.com/edu/best-states-to-start-a-business/36934/>.

## Demand outpaces growth in Wasatch office market

A tight Wasatch Front office market lingers as construction growth is unable to keep pace with demand.

That's the conclusion of a Salt Lake City metro area market report recapping the first quarter of 2019 compiled by Marcus & Millichap, which indicates that "unwavering tenant demand persists" and that economic growth in the area is resulting in "vibrant" leasing.

Salt Lake City continues to lure new companies and is seeing expansions from existing businesses, resulting in the absorption of 10 million square feet of office space during the past three years.

"The volume of firms occupying initial or additional floor plans during the 36-month span negated the impact of supply additions, which increased the metro's stock of office space by 10 percent," the report said. "Entering the second quarter, the

Wasatch Front is home to one of the lowest vacancy rates in the nation, with space availability at or near cyclically low levels in all major submarkets."

That comes despite office inventory expected to grow by 3.3 percent this year, driven by some large-scale developments of more than 100,000 square feet each — many being speculative projects in Lehi, Pleasant Grove, Layton, Draper and Salt Lake City.

"These locales' growing populations of well-educated residents should encourage existing and new companies to occupy these newly completed floor plans, confident in their ability to bolster payrolls with talented professionals," the report said. "Business expansions coupled with completions throughout the metro should lessen the impact development has on vacancy in individual submarkets, allowing the metro

to remain one of the nation's tightest office markets."

About 3.1 million square feet of office space will be added to the market this year — a three-year high — with 1.7 million square feet being in Lehi and Salt Lake City.

One element affecting the local office market is growth in the number of office-using jobs. The Salt Lake City metro area has seen growth in that group of 2.4 percent this year, while the U.S. average is 1.7 percent. Total employment in the metro area grew by 2.7 percent year-over-year.

"Job creation in Salt Lake City over the past four quarters was nearly in line with the additions posted in the prior 12-month period as employers bolstered payrolls by 33,300 positions. Recent hiring reduced

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Construction has begun on the Irvine Office Park, a 540,000-square-foot Class A office complex in Draper.

## Irvine Office Park breaks ground in Draper

Salt Lake City-based developer Irvine Investment Co. has broken ground on Irvine Office Park, a 540,000-square-foot Class A office building in Draper. The development is located

at the intersection of I-15 and Bangerter Highway.

"Irvine Office Park offers access to major freeway and arterial systems in the heart of Silicon Slopes," said Brandon Fugal, chairman of Colliers International in Utah, the leasing agent for the new space. "This world-class facility not only provides prominent visibility along Utah's major transportation corridor but also offers easy access to key amenities and services."

Upon full buildout, the development will include three buildings with over 500,000 square

feet of space. Building 1 will be completed in early 2020 and have six stories with 180,000 square feet of available Class A office space.

"In addition to creating one of the most premier environments for corporate headquarters development along the Wasatch Front," said Fugal, "Irvine Office Park has set the tone for environmental sustainability well into the future."

The project will install 60 electric car charging stations on the property, the most of any development in Utah, Fugal said.

## Salt Lake City RDA releases \$10.7 million to encourage affordable housing projects

The Redevelopment Agency of Salt Lake City (RDA) is making \$10.7 million available to local housing developers for the construction of affordable housing projects. As part of a city-wide effort to increase the number of affordable housing units in Salt Lake City, the Salt Lake City Council, acting as the redevelopment board, has issued a Notice of Funding Availability (NOFA) that provides low-cost financial assistance to stimulate the construction and preservation of affordable multi-family developments within city boundaries.

The RDA will hold an informational meeting on July 18 at 9 a.m. and said it welcomes prospective applicants to attend. The meetings will be held at the City and County Building, 451 S. State St., Room 542. RDA staff will provide an overview of the application, requirement and selection process.

The \$10.7 million will be allocated through a competitive and transparent public process administered by the RDA. Qualified developers demonstrating the ability to design, build and manage affordable and mixed-income housing are encouraged to apply with a project that meets the city's affordable housing goals, the agency said. Fund-

ing awarded through the NOFA will be added to other sources of public and private investment to maximize the impact on the community.

Including the current NOFA funding, the RDA has allocated \$40 million in affordable housing investment over the past three years to add hundreds of affordable units to the city's housing stock, according to the RDA.

Applications are due by Aug. 16 with awards expected in September. Details are at [www.slcrda.com/development-opportunities](http://www.slcrda.com/development-opportunities).

## Lendio moves, plans to add 100 employees

Lendio, a Utah-based small-business loan marketplace, has moved its corporate headquarters from South Jordan to Lehi. According to a release from the company, the move to Lehi allows the company to further accelerate its growth, with plans to hire another 100 employees, expand its services and increase sales capacity in the coming year.

"We are proud to be headquartered in the Silicon Slopes and expand our team with the area's top talent," said Brock Blake, CEO and founder of Lendio. "The new office space allows for the addition of many new employees. Each will play a role in helping Lendio change the small business lending landscape for the better."

Founded in 2011, Lendio opened its original headquarters in South Jordan with 15 employees. The company has since grown its workforce to over 200 and has opened an office in Woodbury, New York. Lendio claims to be the nation's largest small-business loan marketplace, with loan options from more than 75 online lenders, banks and industry specialty lenders. Since its beginning, Lendio has facilitated nearly \$1.5 billion in financing, brokering more than 70,000 small-business loans.

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# Survey: Americans are willing to do a lot in order to own a home

According to a new Wells Fargo survey, Americans are willing to do what it takes to make their homeownership goals a reality — such as taking on a side job, cutting expenses or considering a less-expensive location.

The Wells Fargo 2019 “How America Views Homeownership” survey was conducted by The

Harris Poll April 17–29, among 1,004 U.S. adults 21 and older. Key findings include:

- Nearly half of Americans who are saving to buy or renovate a home (49 percent) have done work outside their primary job to supplement their income to pay for it, such as selling items online (37 percent), starting a small side

business (21 percent), driving for a rideshare company (18 percent) and dog sitting/walking (16 percent).

- Nearly eight in 10 non-homeowners (78 percent) say they would be willing to accept their second choice of a city or town in order to afford their own home.

- Nearly three quarters of non-homeowners (74 percent) say they would be willing to buy a smaller home with fewer amenities.

- Over seven in 10 Americans (72 percent) say they would give up something to save for a down payment, including dining out (44 percent), going to events (43 per-

cent) and vacations (38 percent).

- Millennials who don’t own homes are even more willing to make trade-offs, such as considering a second choice of city (85 percent), and millennials as a whole say they are more willing to take steps such as side jobs (70 percent) or cutting expenses (83 percent) in order to save.

“Homeownership is part of the fabric of American life, defining communities and providing a base for families to live out their dreams,” said Michael DeVito, head of Wells Fargo Home Lending. “As today’s consumers set out to achieve their homeownership goals, they are making smart financial decisions that position them — and the communities they call home — for long-term financial success.”

Even in the wake of the Great Recession and current affordability concerns, Americans see homeownership as a clear metaphor for adulthood and achieving the American Dream. For most Americans (70 percent), owning a home is seen as a sign that someone is a “successful adult,”

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metro unemployment 10 basis points to 2.9 percent,” the report said. “The financial activities and professional and business services sectors added a combined 7,500 jobs during the past year, supporting a 2.9 percent increase in office-using positions.”

Still, construction is unable to keep up. About 2.3 million square feet was added in the first quarter compared to a year earlier, including nearly 1.2 million square feet in Utah County. Construction has begun on 4.6 million square feet, with completions extending into 2020. A large project in development is a 498,000-square-foot high-rise in Salt Lake City’s central business district called 95 State at City Creek.

In the first quarter, the year-over-year vacancy rate fell 200 basis points, or 9.2 percent, in the metro area. “Metrowide, tenant demand was strong for all office space,” the report said. “Class A availability recently compressed by 250 basis points, while vacancy in the Class B/C sector fell 180 basis points.”

Of the various submarkets listed in the report, Tooele County had the highest vacancy rate, at 14.4 percent, while the lowest was 3.4 percent in the East Valley.

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**OWNERSHIP***from previous page*

on par with having a career (73 percent). In fact, homeownership is much more widely equated with being a successful adult (more than twice as much) than having children (34 percent) or getting married (32 percent).

Nearly nine in 10 adults (89 percent) say the benefits of homeownership outweigh any drawbacks. Although most current homeowners (69 percent) had to make hard sacrifices to afford their home, nearly all say buying their home was worth all the sacrifice to save for it (90 percent). If they had to do it over again, they say they still would choose to buy their home rather than rent (93 percent). In fact, nearly all homeowners (95 percent) say that, in the long run, owning a home provides more "bang for your buck" than renting.

Millennials share this commitment: 95 percent of millennial homeowners say it was worth the sacrifice, and 86 percent of millennials as a whole say the benefits of homeownership outweigh the drawbacks.

"The majority of Americans see homeownership as an invest-

ment in their future and as a key piece in achieving goals like financial health and security," said DeVito. "It is a meaningful step that brings benefits not just to individual families, but also to the neighborhoods and communities they call home."

The No. 1 hurdle to buying for Americans is saving for the down payment. More than one in four (27 percent) say the down payment is the biggest barrier, and it's even more pronounced for millennials, with 38 percent calling out the down payment as the biggest challenge to buying a home.

This attitude has persisted since the first Wells Fargo "How America Views Homeownership" survey was conducted in 2014, when 24 percent of respondents said saving enough for a down payment was the biggest barrier to buying. That's despite the fact that some mortgage programs allow qualified buyers to put down as little as 3 percent.

The survey was conducted online within the U.S. by the Harris Poll on behalf of Wells Fargo among 1,004 adults 21 and older in the U.S., of which 211 are millennials (ages 21-38). The sample included 701 homeowners and 303 non-homeowners.

## Survey shows some middle-market firms are preparing for an economic slowdown

The Great Recession ended in 2009 and, despite the growth that has prevailed in the decade since, many middle-market business owners have been watching economic trends closely and taking steps to prepare for the time when growth stalls. While overall sentiment for the U.S. economy remains very positive, a recent KeyBank survey of 400 middle-market business owners and executives on their expectations surrounding a potential economic downturn found that many believe a downturn is coming and many are taking steps to prepare their businesses.

### Is an economic downturn on the way?

Sixty-nine percent of middle-market companies are expecting an economic downturn in the U.S. in the next two years. More expect it to come later as opposed to sooner, with 31 percent expecting a downturn in 2019 and 38 percent expecting it in 2020.

Not surprisingly, most mid-

dle-market companies expect the next economic downturn to have a negative impact on their business. Only 20 percent anticipate no impact and another 20 percent think a downturn could positively impact their business.

Higher-revenue companies (those with annual revenue of \$500 million to under \$2 billion), as well as those in the Northeast (where there is a higher concentration of upper middle-market companies), are more likely than others to expect a positive outcome. So, too, are those in the construction industry.

Despite the fact that 69 percent of middle-market companies expect an economic downturn in the next two years, 48 percent of executives still have a very good or better economic outlook and 79 percent have a good or better outlook. Middle-market businesses in the \$500 million to \$4 billion revenue range have a slightly more positive economic sentiment.



**DREW YERGENSEN**

### How do middle-market executives feel about their own businesses?

Interestingly, 79 percent of middle-market business owners and executives remain optimistic about the outlook for their own company over the next 12 months. Considering 69 percent of companies are expecting an economic downturn no later than 2020, this high level of optimism may speak to the confidence companies have in the actions they have taken to safeguard against a downturn.

Nearly 70 percent are looking to expand the scope of their operations. Most want to do so through capital expenditures and by hiring more employees. Targeted capital expenditures include major equipment purchases, additional facilities/locations, and the expansion/renovation of current facilities.

Middle-market companies are also seeking to expand through acquisitions, with 18 per-

**see YERGENSEN page 14**



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# Industry Briefs

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

## ACQUISITIONS

• **Forum Health LLC**, Salt Lake City, has acquired **SevaMed Institute**, a medical practice based in Lutz, Florida. Financial terms were not disclosed. Forum Health, launched June 24, unites practitioners nationwide under a new model for precision healthcare. The newly acquired practice is led by Dr. Shilpa P. Saxena, who also serves Forum Health as a co-chief medical officer. Saxena is a board-certified family physician with more than 15 years of experience in integrative and functional medicine. Saxena is on faculty at the Institute for Functional Medicine, as well as George Washington University's Metabolic Medicine Institute. She is a fellow of the University of Arizona Center for Integrative Medicine. She also is a volunteer assistant professor of family medicine and community health at the Osher Center for Integrative Medicine at the University of Miami Miller School of Medicine.

## ASSOCIATIONS

• **Ibi Guevara** has become chair of the Utah District Council of the **Urban Land Institute** (ULI Utah). She succeeds Brian Wilkinson, partner at Wilkinson



Ibi Guevara

Ferrari & Co., who was chair since July 1, 2017. As chair, she will guide the efforts of a 15-person executive committee that runs 20-plus events a year. Guevara is a shareholder and vice president of business development and marketing at Hunt Electric, where she has worked for the past 15 years. She has been active in ULI for more than eight years and has served as chair of the programs committee and chair of mission advancement for the past two years.

## COMMUNICATIONS

• **AT&T** has announced it has invested more than \$175 million in its Utah wireless networks during 2016-18, including nearly \$100 million in its Salt Lake City networks. The investments are designed to boost reliability, coverage, speed and overall performance for residents and businesses. It also improved services that support public safety and first responders using the FirstNet communications platform. In 2018,

AT&T made 443 wireless network upgrades in Utah, including 236 in Salt Lake City, that featured adding cell sites and boosting network capacity.

## CONSTRUCTION

• A partnership among **Weber State University**, **Habitat for Humanity of Weber and Davis Counties**, **Dominion Energy**, **Rocky Mountain Power**, **Davis Technical College** and **Ogden-Weber Technical College** has resulted in the first affordable net-zero home to be featured in the Northern Wasatch Parade of Homes, taking place through July 20. Ultimately, the 2,000 square-foot house will belong to a mother and six children, who lost their home to the tornado that hit Ogden in 2016. The home at 450 15th St., Ogden, will be part of Rocky Mountain Power's subscriber solar program, in which participants purchase solar panels that are installed off-site throughout Utah. It will use an innovative gas boiler that simultaneously heats the house and hot water with electric heat pump technology for cooling. Weber State partnered with Davis Technical College and Ogden-Weber Technical College to build the home. Students in the plumbing apprenticeship program at Davis Tech worked on all of the house's plumbing. Students in Ogden-Weber Tech's Youth Build program helped with construction.

## DIRECT SALES

• **Young Living Essential Oils**, Lehi, has announced a new partner farm in the Philippines, the **Kalipay Coconut Farm**. The farm donates each year to the Lao Foundation, a nonprofit organization that helps empower less-fortunate people in the Philippines through education, livelihood training and values formation. It also sponsors the children of local coconut farmers to receive training in electromechanical technology — 84 students so far. The farm also uses green chemistry, a new discipline that optimizes the use of resources and minimizes waste.

## EDUCATION/TRAINING

• **Neumont College of Computer Science**, Salt Lake City, has announced its sixth bachelor's degree. Effective in October, the college will offer a bachelor of science in software engineering. The degree will produce graduates prepared to enter a career path as a software engineer, back-end engineer, cloud engineer or IT consultant. The coursework is centered primarily on a technological focus around innovative and effective improvements in large-scale distributed systems developed and deployed in the cloud. Details are

at <https://www.neumont.edu/bsse>.

## FINANCE

• **Mountain West Small Business Finance** has named **Randy Fischer** as vice president and commercial loan officer — Bridgerland and **Brooks Harbertson** as vice president and commercial loan officer at the company's Orem office. Fisher will be responsible for the company's loan production in Northern Utah and Wyoming. He has more than 15 years of experience in the banking industry. He succeeds vice president and loan officer **Judd Blakesley**, who was recently named MWSBF's manager of marketing and government relations, who previously had oversight for the Bridgerland region. Harbertson will support the company's Central Utah operation. Harbertson has worked in several lending capacities for more than 15 years, most recently working at Mountain West Bank and Zions Bank.



Randy Fischer



Brooks Harbertson

at <https://www.neumont.edu/bsse>.



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## GOVERNMENT

• The **Governor's Office of Economic Development** has hired **Deneise Coughlin** as the Utah Works program specialist. The program helps accelerate hiring and technical skills training to support economic growth. Industry representatives developed the program with the Governor's Office of Economic Development and post-secondary education partners



Deneise Coughlin

through Talent Ready Utah. Coughlin's primary responsibilities include promoting partnerships between industry and post-secondary institutions to fill high-demand positions or technical skills training. She will also work with state agencies to identify workforce gaps identified by companies. Coughlin has more than 17 years of human resource experience. She was previously the HR manager at Haemonetic and before that was HR manager at Boeing.

• The **Utah Department of Workforce Services** has appointed **Collin Peterson** as director of the **Workforce Research and Analysis Division**.



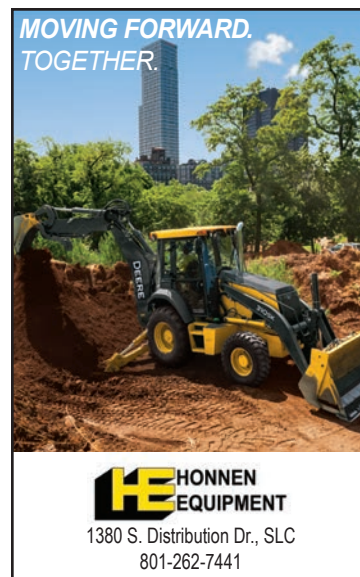
Collin Peterson

Peterson will be responsible for the oversight and administration of the department's management information systems (MIS), labor market statistics and economic analysis, and the Utah Data Research Center. Peterson has been with the department for 11 years. Prior to his most recent role as the assistant division director and chief of data systems, Peterson served as a senior MIS analyst, software applications system manager and MIS manager. Peterson is a graduate of Weber State University with a bachelor's degree in psychology and graduated from the University of Phoenix with a Master of Business Administration.

## GRANTS

• **Harmons Neighborhood**

**Grocer** has awarded this year's business development grants to **Chocolate Conspiracy**, **Mamachari Kombucha** and **Shaffer Farms**. Harmons has now awarded a total of \$62,000 in business development grants to 13 emerging Utah vendors. Grant recipients are selected based on a unique niche of high-quality, local products the vendor provides to Harmons' customers. Chocolate Conspiracy is a Salt Lake City-based company producing fine chocolate from bean to bar, without roasting. Mamachari Kombucha is a craft kombucha brewery and taproom located in Salt Lake City. Shaffer Farms is a small, family-owned business in Garland producing green beans for Harmons.



## INVESTMENTS

• **Amp Human**, a Park City-based company focused on products for athletes, has received an investment from **Next Ventures**, a venture capital firm focusing on sports, fitness, nutrition and wellness markets. The amount

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# Industry Briefs

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was not disclosed. Amp said the investment will be used to grow the sales and marketing teams for its first product, PR Lotion. The company also plans to establish a scientific advisory board and expand its research and development for additional products. **Lionel Conacher**, Next Ventures managing partner, will assume a seat on the Amp board.



Lionel Conacher

## LAW

• **Holland & Hart** has added partner **Tim Crisp** to its commercial finance practice. Crisp counsels banks and nontraditional lenders such as commercial finance companies, equipment factors and accounts receivable factors to structure transactions in ways that identify and manage risk. He also represents consumer finance lenders and loan servicers for credit card programs, education loans, patient healthcare loans, and new credit facilities that continue to emerge. Before joining Holland & Hart, Crisp was a partner at Foley & Lardner and Michael Best & Friedrich.



Tim Crisp

## MEDIA/MARKETING

• **The Walton Group Inc.**, a Provo-based marketing and media relations firm, has hired **Baylie Duce** as an account coordinator. She will be working with clients, initiating new business development and providing in-house management. Duce is a public relations major at Brigham Young University. A junior, she



Baylie Duce

is also pursuing a second major in Portuguese. Duce has co-owned a small business in Montana, where she managed the print and social media marketing of a mobile food vending business alongside her two sisters. She also worked as a customer relations agent with the BYU Independent Study Department, and gained social media marketing experience working as a content creator for Petals and Pastries.

## MILESTONES

• **Impartner**, a Salt Lake City-based partner relationship management solutions company, has announced it has surpassed the 10 million mark for partners signing into partner portals using Impartner technology.

## OUTDOOR PRODUCTS/RECREATION/SPORTS

• The **Utah Office of Outdoor Recreation** has launched its **Every Kids Outdoors (EKO) Initiative**, designed to encourage children and families to get outside, be active and try new affordable and accessible activities. The EKO summer explorer passport is possible thanks to the support of **Walmart**, **Lifetime** and **Boys & Girls Clubs of Greater Salt Lake**. Families can download and complete an activity passport for their children, and they will receive a certificate for engaging in outdoor recreation activities. Details are at [business.utah.gov/outdoor/eko](http://business.utah.gov/outdoor/eko).

## RECOGNITIONS

• **Salt Lake City Mayor Jackie Biskupski** was among 12 mayors who recently received **Mayors' Climate Protection Awards** at the **United States Conference of Mayors** annual meeting. Biskupski was among

five mayors receiving honorable mention in the large-city category. She was recognized for Salt Lake City's efforts to transition to net-100 percent clean electricity, which made significant strides in 2019 with the passage and enactment of HB 411, the Community Renewable Energy Act.

• **Qualtrics**, a Salt Lake City-based experience management company, has been named the top enterprise leader in the most recent **"G2 Grid Report for Customer Experience and Employee Experience."** The company's Research Core product was rated in the top three in its category. Qualtrics is the only experience management company listed as a leader in multiple categories. G2 releases Grid and Index reports that rank products based on reviews gathered from its community, as well as data aggregated from online sources and social networks. Products in the report are ranked by customer satisfaction and market presence. Qualtrics' Customer Experience, Employee Experience and Research Core products are built on the Qualtrics Experience Management Platform.

## TRANSPORTATION

• **The Arnold Cos.** has appointed **Joe Gibney**, currently director of business development, as vice president and chief operating officer for Salt Lake City-based **TAC Air**. As part of Gibney's new role, he will oversee the business management of Salt Lake City-based **Keystone Aviation**, a TAC Air company. The Arnold Cos. also has promoted **Aaron Fish**, controller for Keystone Aviation, to vice president and chief operating officer. Gibney will focus on the company's established plan for growth



Joe Gibney

and introduce new opportunities and initiatives. Prior to this appointment, Gibney was responsible for strategic development and execution of commercial activities, including large contracts, into-plane, ground handling and airport development projects for TAC Air as the director of business development. Before joining TAC Air in 2017, Gibney served in leadership and operations management for over 20 years with ASIG and

Signature Flight Support. Fish joined Keystone Aviation from Resource Management Inc. in 2005 as assistant controller and was promoted to controller in 2010, when he expanded his duties across corporate initiatives for both TAC Air and Keystone Aviation. He holds a bachelor of arts degree in finance from the University of Utah and is expected to complete his Master of Business Administration from Brigham Young University's Marriott School of Business in the spring of 2020.

• The **Salt Lake City Department of Airports** will have a public information meet-

ing July 17, 6-7:30 p.m., to seek public input on an update to the master plan for **The New SLC**. The department is updating the master plan to determine the future facility needs of the Salt Lake City International Airport and to evaluate solutions for implementation. The update will set a strategic course for the airport's next 20 years and create a blueprint for long-term development. The meeting will take place at the Salt Lake City Public Library, fourth-floor conference room, 210 E. 400 S., Salt Lake City. The meeting will be streamed live at [www.facebook.com/SaltLakeCityInternationalAirport](http://www.facebook.com/SaltLakeCityInternationalAirport).

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# Calendar

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

## **July 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 Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **July 15, noon-1 p.m.**

**“Motivational Monday,”** a Kiln event. Presenter is Curtis Morley. Location is Kiln Lehi, 2701 N. Thanksgiving Way, Suite 100, Lehi. Details are at [kilnspace.com/events](http://kilnspace.com/events).

## **July 16, 8 a.m.-noon**

**“Orientation/Onboarding Essentials: Accelerating Competence, Connection and Commitment,”** 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](http://employerscouncil.org).

## **July 16, 10-11:30 a.m.**

**“Investing in Human Capital,”** a West Jordan Chamber of Commerce event. Theme is “The Maxwell Method of DISC” (a workshop on personality and behavior profile). Location is Mountain America Credit Union, 3065 W. 5400 S. Taylorsville. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **July 16, 11 a.m.-1 p.m.**

**“Creating Work-Life Balance for Working Moms,”** a Business Women’s Forum event. Presenter is May Anderson, founder of Working Mom’s Connection. Location is 50 West Club & Café, 50 E. Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## **July 16, 11:30 a.m.-1 p.m.**

**Southwest Valley Women in Business.** Location is The Break (Patio) on SoDa Row, 11274 Kestral Rise Road, South Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at <https://www.southjordanchamber.org/event-3457742>.

## **July 16, 11:30 a.m.-1 p.m.**

**Women in Business Luncheon,** an Ogden-Weber

Chamber of Commerce event. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost is \$20 for WIB members, first-time guests and Athena recipients; \$30 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **July 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](http://davischamberofcommerce.com).

## **July 17, 8-10 a.m.**

**Utah 21st Century Entrepreneur,** a VentureCapital.org event. Location is Rev Road, 1555 Freedom Blvd., Provo. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **July 17, 8-10 a.m.**

**“Silicon Slopes Town Hall: Tax Reform,”** a Silicon Slopes event. Speakers/panelists are Utah Senate President Stuart Adams; Brad Wilson, speaker of the Utah House; Wayne Neiderhauser, former Utah Senate president; and Greg Hughes, former Utah House speaker. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **July 17, 8 a.m.-noon**

**“Legal Issues for Managing Employees with Governments and Special Districts,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$245. Details are at [employerscouncil.org](http://employerscouncil.org).

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

## **July 17, 3:30-5 p.m.**

**Business Connections,** a ChamberWest event. Location is Staybridge Suites, 3038 S. Decker Lake Drive, West Valley City. Free for ChamberWest members, \$5 for nonmembers. Details are at [chamberwest.com](http://chamberwest.com).

## **July 17, 4:30-5:30 p.m.**

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

## **July 17, 5:30-6:30 p.m.**

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

## **July 17, 6-9 p.m.**

**“SEO Night,”** Utah Digital Marketing Collective (DMC) event. Presenters are Dale Nguyen discussing “Developing a Data-Driven Link Building Strategy Using Google, Competitor and Industry Insights”; and Francois Goube discussing “What I Learned from Crawling 10 Billions of Pages and Analyzing 5 Trillions of Log Lines.” Location is Lucid Software, 10355 S. Jordan Gateway, No. 150, South Jordan. Free for Utah DMC members, \$20 for nonmembers. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **July 18, 9 a.m.**

**“What Defines You Will Control You,”** a South Salt Lake Women in Business event. Speaker is Clancy Stone, business advisor at the Women’s Business Center of Utah. Location is Thumbtack, 12936 Frontrunner Blvd., No. 500, Draper. Cost is \$10. Details are at [sslchamber.com](http://sslchamber.com).

## **July 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 Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **July 18, 11:30 a.m.-1 p.m.**

**Multi-Chamber Lunch,** presented by the Murray Area, South Jordan, Southwest Valley and West Jordan chambers of commerce and ChamberWest. Speaker James Hadlock of BluNovus will discuss “Addicted to Silence: The Alarming Truth of Addiction in the Workplace.” Location is Jordan Valley Water Conservancy Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$20 for members, \$30 for nonmembers. Registration can be completed at [southjordanchamber.org](http://southjordanchamber.org).

## **July 18, 4-6 p.m.**

**“The ‘Amenities War’ in Multifamily Housing,”** a ULI (Urban Land Institute) Utah event. Panelists are David Tillotson, Salt Development; Anna Jones, marketing manager at Greystar; Jenny Velilla, director of real estate at Greystar; and Jason Head, resident. Location is Hardware Apartments, 455 W. 200 N., Salt Lake City. Details are at <https://utah.uli.org/events/>.

## **July 18, 5:30-7:30 p.m.**

**TVC Tech Break,** a quarterly networking event for technology professionals, produced by the University of Utah’s Center for Technology & Venture Commercialization (TVC). Location is Kiln SLC, 26 S. Rio Grande, Suite 2072, Salt Lake City. Free, but registration is requested. Details are available by contacting Amy Graham at [amy@tvc.utah.edu](mailto:amy@tvc.utah.edu) or (801) 213-3566.

## **July 18, 6-8 p.m.**

**Contactos,** a Utah Hispanic Chamber of Commerce networking event. Location is 5272 College Drive, Murray. Free for members, \$10 for nonmembers. Details are at <http://www.utahhcc.com/>.

## **July 18, 6-8 p.m.**

**“Meet the Candidates: Sandy City Council,”** a Sandy Area Chamber of Commerce event. Location is Salt Lake Community College’s Miller Campus, MFEC Atrium, Sandy. Free. Details are at [sandychamber.com](http://sandychamber.com).

## **July 19, 7:30-8:30 a.m.**

**“Eggs & Issues,”** a Murray Area Chamber of Commerce event. Speaker is Kat Martinez, Murray City Council candidate. Location is Anna’s Restaurant, 4770 S. 900 E., Salt Lake City. Free unless ordering from the menu. Open to everyone. Details are at [murraychamber.org](http://murraychamber.org).

## **July 19, 8-10 a.m.**

**“Bagels & Business,”** presented by The Mill at Miller Campus. Presenter Daryl Sisk, president of ESG, will discuss “How to Attract and Retain Top Talent.” Location is Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Building 5, 9690 S. 300 W., Sandy. Registration can be completed at [Constantcontact.com](http://Constantcontact.com).

## **July 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](http://thechamber.org).

## **July 19, 8:30-11:30 a.m.**

**“Inclusive: How the Best Leaders Build Diverse and Winning Teams,”** a Salt Lake Chamber event. Presenter is Sara Jones, president of InclusionPro. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$55 for members, \$75 for nonmembers. Details are in [slchamber.com](http://slchamber.com).

## **July 19, 11:30 a.m.-1 p.m.**

**Monthly Luncheon Series,** a Holladay Chamber of Commerce event. Location is Fav Bistro, 1984 E. Murray Holladay Road, Holladay. Details are at [holladaychamber.com](http://holladaychamber.com).

## **July 20, 10 a.m.-noon**

**“Business Growth Strategies,”** a SCORE event that will focus on clientele. Location is Sweet Library, 455 F St., Salt Lake City. Free. Details are at <https://www.sba.gov/event/1635893>.

## **July 24, 7:30-8:30 a.m.**

**“Coffee Connection,”** a Holladay Chamber of Commerce event. Location is Great Harvest, 4655 S. 2300 E., Suite 105, Holladay. Details are at [holladaychamber.com](http://holladaychamber.com).

## **July 25, 10 a.m.-noon**

**“Government Contracting,”** a U.S. Small Business Administration (SBA) event. Location is Wallace F. Bennett Federal Building, 125 S. State St., Room 2222, Salt Lake City. Free. Details are at <https://utahsbdc.org/trainings>.

## **July 25, 6-7 p.m.**

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

## **July 25, 6-7 p.m.**

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

## **July 25, 6-7 p.m.**

**Accounting Clinic,** a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem.

**see CALENDAR page 10**



## CALENDAR

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

### July 25, 6-7 p.m.

**Legal Clinic,** a Small Business Development Center

(SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

### July 26, 9-10 a.m.

**Pitch Clinic,** a West Jordan Chamber of Commerce event for business development profession-

als to hone their skills in delivering a powerful elevator pitch. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for chamber members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### July 26, noon-1 p.m.

**Women in Business Brown**

**Bag Lunch,** a West Jordan Chamber of Commerce event. Location is Residence Inn, 7558 S. Plaza Center Drive, West Jordan. Free. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### July 26, noon-1 p.m.

**"Startup Conversation: Martech Panel,"** a Silicon Slopes event. Panelists are Paxton Gray, vice president of operations, 97th Floor; Dave Bascom, head of marketing, Jump; Rick Galan, head of digital marketing, Qualtrics; and Miranda Barnard, vice president of marketing, Vivint Solar. Location is Kiln Lehi, 2701 N. Thanksgiving Way, Suite 100, Lehi. Details are at [siliconslopes.com](http://siliconslopes.com).

### July 30, 8 a.m.-noon

**"Introduction to Human Resource Management Program,"** an Employers Council event taking place on Tuesdays through Aug. 27. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at [employerscouncil.org](http://employerscouncil.org).

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

**Women in Business,** a Sandy Area Chamber of Commerce event. Speaker is Scott Anderson, president and CEO of Zions Bank. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Cost is \$20 for members, \$25 for nonmembers. Details are at [sandychamber.com](http://sandychamber.com).

### July 30, noon-1 p.m.

**"A Tech Policy Discussion with Congressman Chris Stewart,"** a Silicon Slopes event. Location is Pluralsight East Headquarters, 172 N. East Promontory, Suite 300, Farmington. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

### July 30, 6-8 p.m.

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

### July 31, 8 a.m.-3:30 p.m.

**"Lead Worker Training,"** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$225. Details are at [employerscouncil.org](http://employerscouncil.org).

### July 31, 8-9:30 a.m.

**"Small Business Forum: Cybersecurity,"** a Salt Lake Chamber event. Speaker is Matt Groves, founder of Wasatch Security Awareness. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free, but registration is required. Details are at [slchamber.com](http://slchamber.com).

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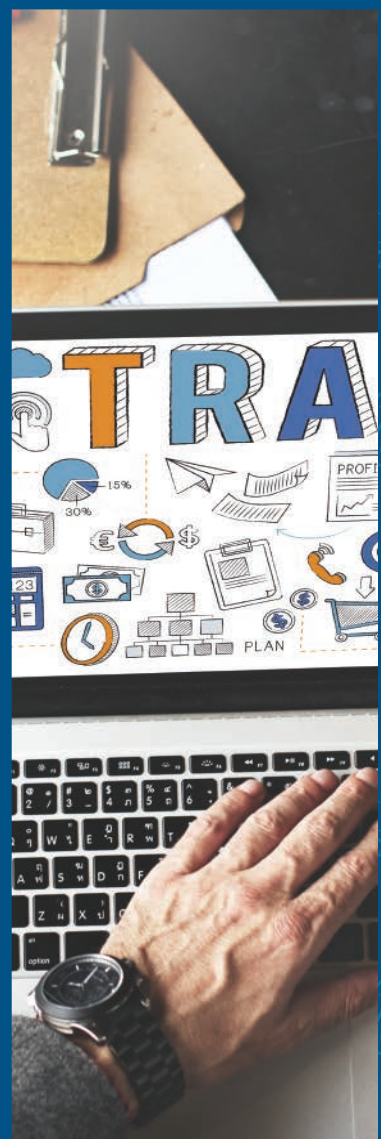
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## CALENDAR

from previous page

### Aug. 1, 7:30-9 a.m.

**Chamber Speaker Series,** an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Aug. 1, 8:30 a.m.-4 p.m.

**"Supervisory Skills Program,"** an Employers Council event over four consecutive Thursdays and providing a foundation of critical skills necessary to become an effective workplace leader. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at [employerscouncil.org](http://employerscouncil.org).

### Aug. 1, 6-7:30 p.m.

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

### Aug. 2, 7:30-9 a.m.

**"Doing Business in Mexico as a Life Sciences Company,"** presented by BioUtah, the Intermountain Chapter of the U.S. Mexico Chamber of Commerce and Zions Bank. Speaker is Juan Luis Serrano-Leets, an international attorney who lives in Mexico City and has experience in the U.S. and Mexico in assisting medical device, biotech, pharma and nutraceutical companies with legal, regulatory and commercial issues in successfully doing business in Mexico. Location is Zions Bank Building, 1 S. Main St., Founders Room (18th floor), Salt Lake City. Cost is \$20 for BioUtah members, \$30 for nonmembers. Details are at <http://www.bioutah.org/events/details/doing-business-in-mexico-5101>.

### Aug. 2, 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](http://thechamber.org).

### Aug. 2, 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/>.

### Aug. 2, 8:30-11:30 a.m.

**"Grow Your Business:**

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

### Aug. 6, 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](http://davischamberofcommerce.com).

### Aug. 6, 11:30 a.m.-1 p.m.

**"Let's Do Lunch,"** a South Jordan Chamber of Commerce event. Location to be determined. Details are at [southjordanchamber.org](http://southjordanchamber.org).

### Aug. 6, 6:30-8 p.m.

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

### Aug. 7, 8 a.m.-noon

**"Family and Medical Leave Act Essentials,"** 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](http://employerscouncil.org).

### Aug. 7, 5-7 p.m.

**Business After Hours,** an Ogden-Weber Chamber of Commerce event. Location is Weber County Fairgrounds, 1000 N. 1200 W., Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Aug. 7, 6:30-8 p.m.

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

### Aug. 8-9

**"Innovation Mindset,"** a University of Utah event. Location is University of Utah Executive Education, 1731 E. Campus Center Drive, Salt Lake City. Cost is \$1,800. Details are at <https://eccles.utah.edu/programs/executive-education/product/creating-a-culture-of-innovation/>.

### Aug. 8, 11:30 a.m.-1 p.m.

**WIB Luncheon,** a Davis

see CALENDAR page 14



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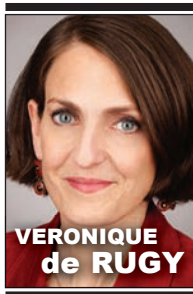


## Opinion

# Trump is showing us how not to score a goal in the global trade war

Pres. Donald Trump likes to keep score. Well, here's a score for him: America, zero; while the rest of the world keeps tallying up free trade points. That's right, while American consumers have been waiting for well over a year to see some resolution to the various trade disputes started by Trump, other countries have agreed to lower their tariffs against each other and signed free trade agreements with one another. Meanwhile, American consumers and exporters are drowning in a sea of high tariffs.

Let's recap. For the past year and a half, the president has unilaterally imposed tariffs on, among other things, imports of steel, aluminum and hundreds of billions of dollars of Chinese products. Many of these tariffs fall on intermediary goods that American and foreign companies use to produce things here in the United States. Despite being told by the administration that no one would dare retaliate against us, everyone has. Canada, Mexico, Japan, India, China and the European Union have all since then retaliated with their own duties against U.S. exports.



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From manufacturers to farmers, the industries in the downstream of U.S. tariffs (and in the crosshairs of the foreign duties) have been hurting. They've been shouldering high production costs and less access to foreign markets, and U.S. manufacturing has fallen to a 32-month low. While we were told that this pain was worth it because it would deliver magnificent trade deals, it hasn't. The United States-Mexico-Canada Agreement, or "new NAFTA," is far from becoming the law of the land, leaving companies in limbo.

And we're still waiting for a comprehensive deal with China, as well as a reduction to zero of the subsidies and tariffs between the EU and the United States.

Rest assured, though, other countries have not let this crisis go to waste. Taking matters into their own hands, other governments have been actively signing free trade agreements with one another. Recently, the EU, Brazil, Argentina, Uruguay and Paraguay announced a free trade deal that covers 780 million people. This is a big deal because the South American trade bloc had relatively high tariffs against the EU. The

EU and Japan have also completed a free trade agreement.

EU members updated their trade deal with Mexico as well and just signed a trade agreement with Vietnam to eliminate 99 percent of the tariffs on goods and services between European and Vietnamese markets. Meanwhile, the 12 Trans-Pacific Partnership nations, which includes Japan, have looked to finalize the deal with other potential partners after Trump rejected the deal on his first day in office.

Even protectionist China has been active. It has effectively been dropping its tariffs against U.S. competitors while it raised its duties against U.S. producers. Chad Bown of the Peterson Institute for International Economics calculated that China's tariffs against the United States rose from 8 percent on Jan. 1, 2018, to 20.7 percent on June 1, 2019. Tariffs against all other countries, however, went down from 8 percent to 6.7 percent during that same period. As Bown writes, "Now, there is a 14 percentage point difference between the average Chinese tariff U.S. exporters face versus all other exporters."

None of this is to say that China and other countries aren't hurting as a result

of this trade war. A growing number of global firms are shifting production out of China in response to the U.S.-China trade war. The world's top bicycle maker, Giant Manufacturing Co., acknowledged this fact loud and clear by announcing that the era of "Made in China" was over.

Does this fact mean the Trump strategy is working? No. The Trump plan was that companies would leave China and move back to the United States. But that's not what's happening. Instead, they're moving production to other Asian countries, including Vietnam. That is probably why the president is suddenly threatening to impose hefty tariffs against Vietnam. If he does, the Europeans, with their new free trade relationship with Vietnam, will be the winners.

Some of Trump's supporters have argued that the president is actually a free trader who wants lower tariffs all around. Well, if that's the case, he has succeeded in a way. Everyone is getting lower tariffs — everyone except U.S. consumers, that is.

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

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# Despite Reagan, Gingrich and Tea Party, welfare state standing strong

Today's crisis of conservatism has produced surprisingly few books that try to understand what exactly has happened to the venerable creed. For decades, conservatism was a dominant ideology in the Western world, championed by Margaret Thatcher and Ronald Reagan. Now it has quietly collapsed. Donald Trump's populism has taken over the Republican Party, and Brexit fever has consumed Britain's conservative leaders.

Into this muddle comes George F. Will's *The Conservative Sensibility*. I have long admired Will, who embodies the ideal of thoughtful, learned conservatism. When I was in college, he was already a fixture of American political and intellectual life — a columnist for *The Washington Post*, a regular commentator on Sunday morning television and the author of several books. As the editor of an undergraduate publication, I summoned the courage to write to Will asking for an interview, to which he agreed. That was 35 years ago, and since then my admiration and respect have remained undimmed. Thus, I picked up *The Conservative Sensibility* with great anticipation.

The book, as one might expect, is deeply erudite, filled with examples from history and illuminating quotations from politicians and poets. Will has attempted to outline the basic features of his creed. American conservatism, Will announces, has almost nothing to do with European conservatism, "which is descended from,

and often is still tainted by, throne-and-altar, blood-and-soil nostalgia, irrationality and tribalism." He paraphrases Margaret Thatcher in observing that "European nations were made by history, the United States was made by philosophy."



FARED  
ZAKERIA

American conservatism, then, is a project that seeks to defend the original philosophy of America's Founding Fathers: classical liberalism, which promotes limited government and the veneration of individual liberty.

The counterpoint to this tradition, Will argues, is progressivism, the philosophy articulated by Woodrow Wilson and most capably enacted by Franklin Roosevelt. Born during the industrialization of the country after the Civil War, progressivism sees society as requiring collective action, undertaken by government, which can best enable individuals to flourish economically, politically and morally. This tradition, for Will, has eroded the ideals of the American founding, enervated the spirit of America and created a country that is less free, less self-reliant and poised for economic stagnation.

But the problem for Will and for modern conservatism is that, as progressivism rose in the 20th century, the United States became the most powerful, productive and dynamic nation in the world. Indeed, after the New Deal came the astonishing American boom of the 1950s and 1960s. After the Great Society came the information revolution, which America has dominated more than any other nation. The fact

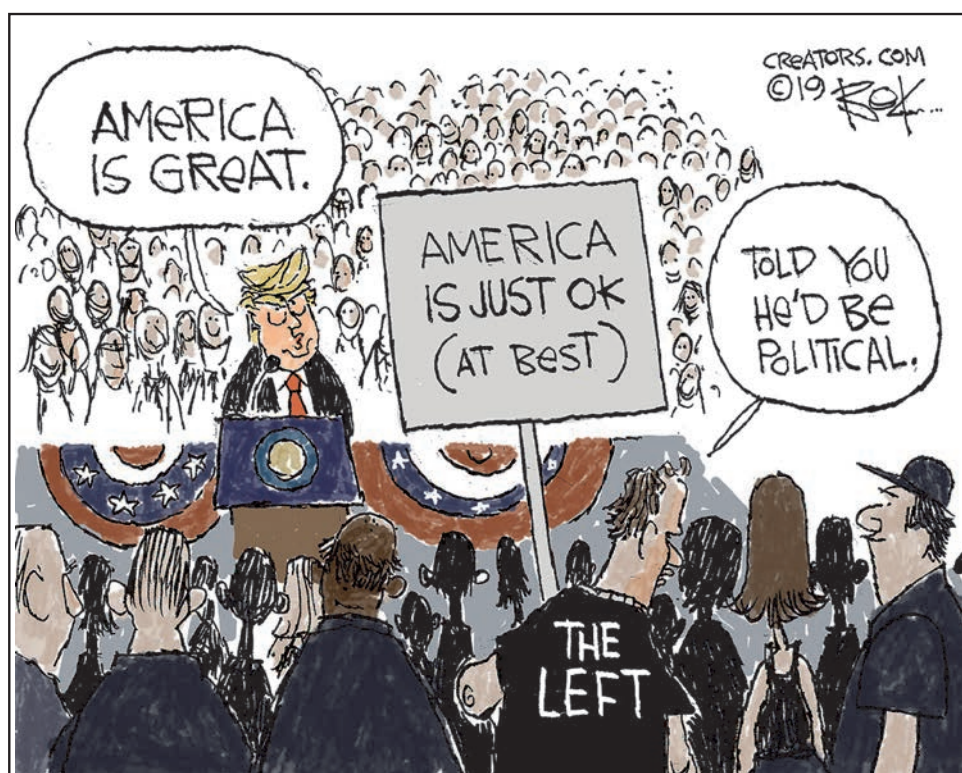
remains that in 2019, the U.S. is one of the most free, dynamic and innovative countries on the planet. If that is the result of a century of progressive policies, maybe we need more?

The fundamental flaw of modern conservatism is that it is unsure whether America today is a fallen republic or an astonishing success story. This confusion has produced a political crisis among conservatives, which might help explain the rise of Donald Trump.

Ever since the 1930s, conservatives

have been promising their flock the roll-back of the progressive agenda. They have warned about the dangers of leaving the welfare state intact and pilloried conservative leaders for failing in this crucial task. Yet, despite the Reagan revolution, the Gingrich revolution and the Tea Party revolution, the welfare state is still standing as strong as ever. Republicans dominate almost every arena of American

see **ZAKARIA** page 15





# Succeeding in Your Business

## Important to keep client attrition low when selling a professional practice

"I am a podiatrist with a fairly large practice in a large Midwestern city. My wife and I have decided to move south to Florida to be closer to our grandchildren. I have found a younger podiatrist who wants to take over my practice, but I'm not sure exactly how to put the deal together with him. Any suggestions?"

You have obviously worked hard and long to build this practice and it's always a big letdown to realize how little it's actually worth when it comes time to sell out.

Except for a few hard assets, such as computers, chairs, bookcases, supplies and workstations, most of the assets you are selling will be soft assets, such as the patient records. And the fact is they aren't worth much.

Why? Because the key asset in any professional practice is *you*. People don't call podiatrists out of the Yellow Pages when they get a bunion. They talk to their neighbors, their relatives, their friends. And when they decide on a podiatrist, it's usually as much for personal reasons (they like your personality, your office decor, your staff, the amount of time you spend answering their questions, your sensitivity to man-

aging pain) as it is professional ones.

When you leave a professional practice, the value plummets. If your patients don't like the buyer for any reason, rational or not, they will pull their files and seek another podiatrist. I don't have statistics for podiatrists per se, but it's not uncommon for a professional practice to lose between 50 percent and 60 percent of its patients within three years of changing hands. Because of this high patient attrition rate, most medical practices sell at a significant discount to their actual value.

If that sounds unfair, think back to the last time a physician, dentist, accountant, lawyer, insurance broker or other professional you used for years decided to retire. Now ask yourself: Did you stick with the person who took over his or her practice or did you go elsewhere? Enough said.

Here are some tips for selling a professional practice that will help keep patient attrition to a minimum and ensure that you get the highest possible price for your practice:

1. Get as much cash upfront as possible. Since you cannot control what happens in your practice after you sell, you need to be paid in full at the closing. If the buyer

offers to pay you over time with interest, watch out. If the buyer loses lots of patients because he has the personality of an ogre, he may want to renegotiate the deal and take it out of your hide, saying you misrepresented the number of actual patients you had. Since by then you will be retired in Florida, the patients will already be gone and you won't want to throw good money after bad, you will probably agree to the buyer's unfair demand.

2. Ask the buyer for a three-year royalty on sales. If the buyer cannot afford to pay all cash, here's a better way to structure the deal. Have your assistant print out an Excel spreadsheet with the names, addresses and telephone numbers of all of your current patients. Attach this list as an exhibit of the contract of sale. Then include a clause saying that you are entitled to a percentage (usually 20 percent to 30 percent) of the buyer's gross revenue from that list of patients over the next three years. Each month, the buyer will total up his gross revenue from those patients and write you a check for your cut. You would not get a percentage from any new patients that come on board after the closing, and after three years, all royalty payments to you would cease. Be sure to include language giving you the right to audit the buyer's books and

records during the three-year period to keep him or her honest.

3. Help the buyer out during a transition period. Don't be too quick to leave town. Especially if there's a royalty involved, you need to hang around for a while (60 to 90 days is customary) and do everything possible to ensure that patient attrition is kept to a minimum. Be sure to send a letter to all of your patients singing the buyer's praises, and be there at least a few days a week to greet your patients and introduce them personally to the buyer. If the buyer expects you to work on patients during this period, make sure you are paid separately for that — it shouldn't be part of the purchase price.

4. Change should come slowly. If your practice has any unusual design features your patients find attractive (such as artwork or a tropical fish tank) but the buyer isn't wild about, make sure the contract requires the buyer to maintain those for a period of time after the closing to minimize patient shock.

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

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## CALENDAR

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Chamber of Commerce event. Location is 850 N. 2200 W., Layton. Cost is \$20. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Aug. 8, noon-1 p.m.

**E-Commerce Platform Showdown**, a Silicon Slopes event featuring a discussion about e-commerce platforms, including Magento, Shopify and WooCommerce. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

### Aug. 8, 6-9 p.m.

**"Podcasting, YouTube and Social Media,"** a Silicon Slopes event. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Details are at [siliconslopes.com](http://siliconslopes.com).

### Aug. 8, 6-8 p.m.

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

### Aug. 9, 7:30-8:30 a.m.

**"Eggs & Issues,"** a Murray Area Chamber of Commerce event. Speaker is Rosalba Dominguez, candidate for Murray City Council's District 3. Location is Anna's Restaurant, 4770 S. 900 E., Salt Lake City. Free unless

ordering from the menu. Open to everyone. Details are at [murraychamber.org](http://murraychamber.org).

### Aug. 9, 7:30 a.m.-noon

**Small Business Nine-Hole Golf Tournament**, a Salt Lake Chamber event. Location is Stonebridge Golf Course, 4415 Links Drive, West Valley City. Cost is \$75, \$30 for bunch only. Sponsorships are available. Details are at [slchamber.com](http://slchamber.com).

### Aug. 9, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Aug. 9, 8:30-11:30 a.m.

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

### Aug. 9, noon-1 p.m.

**Silicon Slopes Town Hall**, featuring Vivien and Fernanda Bohme, founders of Bohme. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

### Aug. 13, 10-11:30 a.m.

**"How to Become a Leader People Will Follow,"** a West Jordan Chamber of Commerce event. Location is Mountain

America Credit Union, 3065 W. 5400 S., Taylorsville. Free for chamber members, \$10 for non-members. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### Aug. 14, 8 a.m.-noon

**"Frontline Leadership Training: Speaking Up and Down the Organization,"** a Small Business Development Center (SBDC) event. Location is Tooele Technical College, Board Room, 88 S. Tooele Blvd., Tooele. Cost is \$98. Details are at <https://clients.utahsbdc.org/events.aspx>.

### Aug. 14, noon-1 p.m.

**"Startup Stories,"** a Kiln event. Presenter is Alex Bean, co-founder and CBO of Divvy. Location is Kiln Lehi, 2701 N. Thanksgiving Way, Suite 100, Lehi. Details are at [kilnspace.com/events](http://kilnspace.com/events).

### Aug. 14, 6-8 p.m.

**"Starting Your Business 101,"** a Salt Lake Small Business Development Center (SBDC) event. Location is Salt Lake SBDC, Salt Lake Community College, MCPC 110, Sandy. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

### Aug. 14, 6:30-8 p.m.

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

### Aug. 15-16

**"Women's Leadership: Mast-**

**ering Public Speaking,"** a University of Utah event. Location is University of Utah Executive Education, 1731 E. Campus Center Drive, Salt Lake City. Cost is \$1,800. Details are at <https://business.slchamber.com/events/details/university-of-utah-presents-women-s-leadership-mastering-public-speaking-11373>.

### Aug. 15, 8:15 a.m.-3:30 p.m.

**Utah Employers Summit**, an Employers Council event. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$199 for members, \$239 for nonmembers. Details are at [employerscouncil.org](http://employerscouncil.org).

### Aug. 15, 11:30 a.m.-1 p.m.

**Chamber Luncheon**, a Davis Chamber of Commerce event. Location is 525 Deseret Drive, Kaysville. Cost is \$20 for members, \$25 for guests. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Aug. 15, 11:30 a.m.-1 p.m.

**"Multiplying Lasting Profitable Relationships,"** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### Aug. 15, 5:30-8 p.m.

**19th Annual "Celebrating Women in Business: Summer Social,"** a Women's Business Center Utah event. Location is Clubhouse SLC, 850 E. South Temple, Salt Lake City. Cost is \$40 before July 16, \$60 July 16-Aug. 8, \$80 after Aug. 9. Details are at [slchamber.com](http://slchamber.com).

### Aug. 16, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker is Jake Pehrson, Murray City Council candidate (District 3). Location is Anna's Restaurant, 4700 S. 900 E., Murray. Free unless ordering from the menu. Open to everyone. Details are at [murraychamber.org](http://murraychamber.org).

### Aug. 16, 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](http://thechamber.org).

### Aug. 16, noon-1 p.m.

**Silicon Slopes Live**, a live recording of a Silicon Slopes podcast featuring Joe Megibow, CEO of Purple. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

## YERGENSEN

from page 5

cent extremely likely to complete an acquisition in the next six months and 23 percent very likely to complete an acquisition in the next six months.

### What are middle-market companies doing to safeguard against an economic downturn?

Given that 69 percent of middle-market companies expect a downturn in the next two years, two-thirds are already taking steps to safeguard against it. Most commonly, businesses are looking to reduce expenses and improve operational efficiencies and productivity to counteract potential revenue losses. Some specific actions include employee and benefits reductions and alternate low-cost providers of raw materials.

Companies are also looking to identify new markets and products to offset decreased revenue from their current product and market mix.

Over a third of companies are conserving cash to increase liquidity, thus creating a buffer against a future economic downturn. They are also implementing new cash management solutions that accelerate the cash conversion cycle, improve efficiency and also increase liquidity.

Higher-revenue companies are more proactive about taking action to safeguard against an economic downturn. This level of preparation may partially explain their more positive outlook with respect to the next economic downturn. Construction companies are similarly positive. Their actions to drive efficiency are different, however, with a focus on employee reductions while higher-revenue companies are focusing on reducing benefits.

### Where we go from here?

Despite the fact that 69 percent of middle-market companies expect an economic downturn in the next two years, business owners and executives still have a sense of optimism. Seventy-nine percent have a good or better economic outlook and 70 percent of middle-market companies are expanding through hiring and capital expenditures.

Still, it's best to hedge your bets. This business reality is reflected by the fact that two-thirds of companies are taking steps, such as improving efficiency and increasing liquidity, to safeguard against a downturn. No matter what happens to the economy, U.S. companies will be better off because of the proactive steps they are taking now.

Drew Yergensen is commercial bank leader for KeyBank in Utah.



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## OLYMPIA HILLS from page 1

residential units — a combination of condominiums, single-family homes and apartments — on 930 acres of unincorporated land west of Herriman. Under the developers' new proposal, about 6,500 households would occupy 938 acres. The new plan reduces the project density from about nine units per acre to under seven, more in line with nearby developments like Herriman Creek Ridge and Riverton's Mountain View community.

Young and Shupe say they also have more detailed answers to questions about traffic, water and schools. They are scheduling open house meetings to take public input. They said that they are willing to listen to that input and make changes if necessary before presenting their final plans to the county council for approval. The developers hope the new transparency will help allay the outrage they experienced with the original proposal. Many residents say they learned about the project very late in the process last time. Young and Shupe don't want that to happen this time.

If approved, Olympia Hills would be built near the site of an abandoned mining town that arose to accommodate workers at the nearby Kennecott Copper Mine in 1866. Young and Shupe are citing the history of Lark to promote their vision for Olympia Hills. But this time the residents of the "company town" would be

workers at Utah tech industry companies like Adobe, Google and Facebook.

"We want to focus on creating and seeing jobs come to the area rather than just housing," Young told *The Salt Lake Tribune*. "We are not marketing Olympia to builders. We are marketing Olympia to the tech companies of the world."

The new layout also includes an "institutional business, research or educational campus" in partnership with Utah State University. The descendants of Elmer and Margaret Bastian recently donated 100 acres of former family wheat fields to the university where USU's Extension Services hopes to build a working farm and teaching center to keep the land in agriculture and to honor the Bastian family's history. To be named the Bastian Agricultural Center, the farmland falls within the Olympia Hills project. Young said that the Bastian land, combined with other open spaces, will lower the residential density and make the project more palatable to nearby residents.

Salt Lake County said last week that county leaders will host public hearings on the revised Olympia Hills project. Ryan Perry, a spokesperson for Mayor Jenny Wilson said the county is working with Young and Shupe to forge a development agreement that can then be presented to the county council.

"We are looking forward to addressing the citizens' concerns," Perry said.

## ZAKARIA from page 12

politics — and the state is bigger than ever. Should we chalk this up to incompetence? More likely, conservatives know that the public actually wants the welfare state and that a modern country could not function today under some libertarian fantasy experiment. Of course, they will never admit this.

In any case, the result is that conservative leaders left their base permanently aggrieved, feeling betrayed and distrustful of any new campaign promises made. In recent years, as the fever grew, conservative voters became desperate for someone who had not played this game of bait-and-switch with them. And into this rage walked Donald Trump, who easily toppled the old conservative establishment and rode the frustration with elites all the way to the White House.

George F. Will has written a fascinating book. But at its heart is the same saga of a lost utopia that has crippled modern conservatism and damaged American politics. Will describes himself as "an amiable, low-voltage atheist." Well, then he surely knows that there never really was a Garden of Eden.

Fareed Zakaria's email address is [comments@fareedzakaria.com](mailto:comments@fareedzakaria.com).

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## CLASSIFIED

### 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](mailto:bschwemmer@irteams.org)), or to apply for an assignment, fill out an online volunteer application ([www.irteams.org](http://www.irteams.org)).

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





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