

OF NOTE



C'mon, it's your move

Do you like playing board games? The folks in Salt Lake City sure do. The capital city takes the No.1 spot in the new Best Cities for Board Gamers study by BestPlaces. Austin and Portland follow at No. 2 and No. 3. Board games have seen a huge uptick in popularity over the past few years, with the industry projected to reach \$8 billion by 2021.

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An expansion of the Qualtrics headquarters, shown in this rendering, is expected to result in 2,245 new jobs over the next decade. The \$45 million project is one of the largest recruitment/retention projects undertaken by the Economic Development Corporation of Utah and incentivized by the Governor's Office of Economic Development during the last half of 2019.

Over 7,000 jobs: Pretty good for six months of GOED work

Brice Wallace
The Enterprise

Just a few months ago, Utah's top economic development officials expressed concern about whether the slowdown in corporate recruitment was a short-term blip or the start of a long-term trend.

It appears now to have been a blip.
With a surge in recruitment and reten-

tion projects in December, both the Governor's Office of Economic Development (GOED) and the Economic Development Corporation of Utah (EDCUtah) finished the halfway mark of the fiscal year with high numbers of jobs expected to result from their respective projects.

For the last half of the calendar year

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Utah's jobless rate matches all-time lowest

Utah's jobless rate dropped again in November to a level seen only once before in the state's employment history. The 2.4 percent level matched the rate reached briefly in early 2007. The new level ranks No. 2 in the nation, second only to Vermont's 2.3 percent. The national unemployment rate reached 3.5 percent in November.

The jobless rate highlighted a job creation report that again saw Utah leading the United States in both private-sector growth and total job growth, with the state growing jobs by 3.7 percent and 3.3 percent respectively. Texas and Nevada job creation came in at 2.7 percent to finish second to Utah.

Utah's nonfarm payroll employment for November added 51,600 jobs to the economy since November 2018. Utah's current employment level sits at about 1,595,800.

"Utah's unemployment rate has fallen by four-tenths of a point over the past four months," said Mark Knold, chief economist at the Utah Department of Workforce Services. "Rapid declines in such a low unemployment environment point to an economy

see EMPLOYMENT page 19

Silicon Slopes leaders fund computer ed program

Four couples from the leadership of the Silicon Slopes community have partnered with the Community Foundation of Utah to launch a Field of Interest Fund dedicated to advancing K-12 computer science education in Utah. The first of its kind in the nation, the Silicon Slopes Computer Science Fund was launched with initial contributions and pledges of \$1 million each from Aaron Skonnard, co-founder and CEO of Pluralsight, and his wife, Monica; Ryan Smith, co-founder and CEO of Qualtrics, and his wife, Ashley; Josh James, founder and CEO of Domo, and his wife, Marina; and Dave Elkington, founder and chairman of InsideSales.com, and his wife, Alese.

According to a release from the Com-

munity Foundation of Utah, just over half of Utah public high schools presently teach computer science and in 2019, only 567 AP computer science exams were taken of the more than 42,000 AP exams taken statewide. Gov. Gary Herbert has set the goal of providing every K-12 student in Utah the opportunity to learn computer science by 2022, and various public and private stakeholders have collaborated on efforts to achieve that goal through the development of a comprehensive four-year state master plan that was approved by the board of Talent Ready Utah. The Community Foundation of Utah's Silicon Slopes Computer Science Fund is designed to target needs, goals and strategies outlined in the

Utah Computer Science Education Master Plan, with an emphasis on investments that are replicable, innovative and scalable, the organization said.

"Thanks to Gov. Herbert's leadership and the great partnership between government, the Utah State Board of Education and private and public stakeholders, we have strong momentum driving us toward our goal to ensure every K-12 student in Utah has the chance to learn computer science by 2022," said Skonnard. "To put our foot on the gas to reach this goal, we need an active and engaged community and

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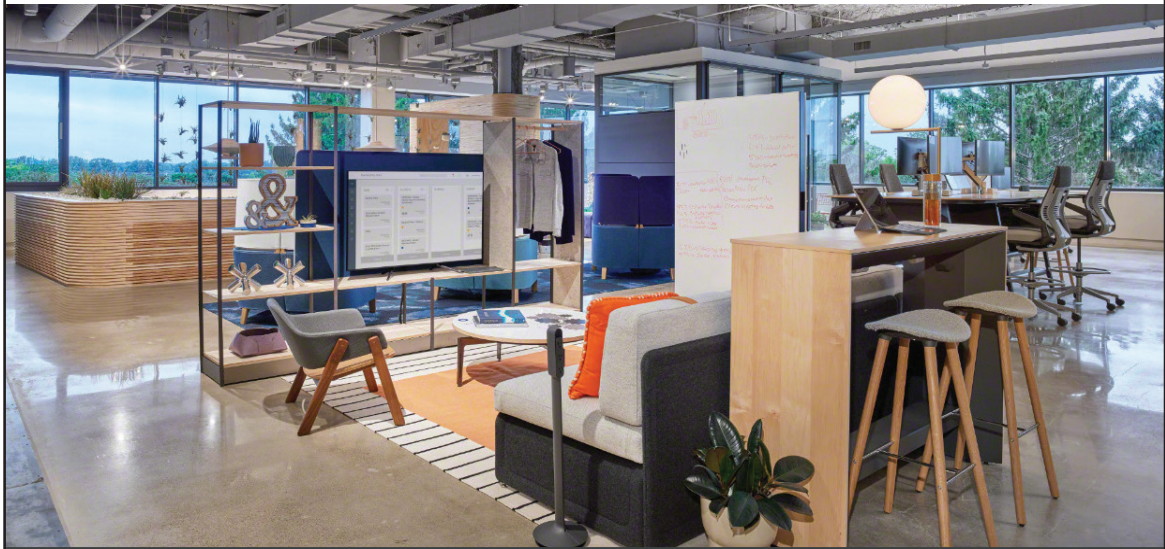
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Advice Media buys Page 1

Park City-based Advice Media, a provider of software-based marketing solutions for medical and dental practices, has announced that it has acquired Page 1 Solutions LLC. Page 1 provides digital marketing for attorneys, plastic surgeons, ophthalmologists and dentists.

The Page 1 purchase is the latest in a line of acquisitions by Advice, including Mojo Interactive-Practice Dock in October 2019, Docero in August 2019, Sight Selector in February 2017, MedNet Technologies in June 2015, E6 Interactive in February 2014 and Everyday Doctors in November 2013. Financial terms of the transaction were not released.

“Page 1 has been a well-respected company in their market for years. We are excited to bring their employees and clients into the Advice Media ecosystem,” said Shawn Miele, CEO of Advice Media. “As we have done with past acquisitions, we anticipate keeping all the things that made Page 1 great while introducing our highly scalable platform.”

Page 1’s employees, including

its leadership team, Internet marketing consultants, account coordinators, search engine marketing specialists, social media specialists, content writers and website developers, will be joining Advice Media. The employees will remain in their Lakewood, Colorado, office and operate within their current roles. Dan Goldstein, former CEO of Page 1, will serve as an advisor during a transition period before pursuing new endeavors.

“I couldn’t be more pleased for our clients and our staff. Advice Media is an exceptional company that focuses on bringing value to its clients,” said Goldstein. “The depth of Advice Media’s executive team is second to none. They obviously care about their clients and deliver great results. Moreover, they structured this acquisition to be a win-win for everyone.”

Tree Line Capital Partners LLC provided financing for the transaction via an increase to its existing term loan to Advice Media and incremental equity co-investment.

Hatter to lead Legends Boxing

Salt Lake City-based fitness franchisor Legends Boxing has appointed Scott Hatter as president and chief operating officer.

“I am truly excited to have Scott in this role,” said Michael Blair, co-founder and president of Look Good Brands, parent company of Legends Boxing. “Legends Boxing is set to make an impact in the health and wellness space. With Scott leading the team I am confident as we develop the brand to be an industry leader and be in a position for strong future growth and contin-

ued success.”

Hatter is franchise industry veteran as both a franchisor and franchisee with brands such as Burger King, Baja Fresh Mexican Grill, LunchboxWax Salons and Deka Lash. He was the recipient of Developer of the Year for Burger King and Baja Fresh and Franchisee of the Year for both Baja Fresh and LunchboxWax.

“I have the ability to work with franchisees as I have the unique perspective of being a franchisee with several successful brands,” said Hatter.

SNFC acquires La. company

Security National Financial Corp. of Murray has closed its purchase of Shreveport, Louisiana-based Kilpatrick Life Insurance Company. Kilpatrick Life is a life insurer with a strong insurance base in the southeastern United States. After receiving approval from the Louisiana Department of Insurance on Dec. 12, the Security National closed the transaction on Dec. 13, according to a release from the company.

AT the time of closing, Kilpatrick Life had approximately \$193 million in assets and \$10 million in collected premiums as of Sept. 30.

“We view this acquisition as strategic with regards to our combined overall growth in the region,” said Scott M. Quist, president of Security National.

“Kilpatrick Life’s products and marketing are similar to Security National’s and thus with the introduction of updated products and improved sales support, we expect to achieve considerable economies of scale over time.”

Security National reports that over the recent past, it has experienced solid growth in all segments that it operates, including its insurance operations, both organically by direct sales and through acquisitions. This is the company’s third business acquisition in the past three years. Security National operates in three main business segments, including life insurance, mortgage banking and cemetery mortuary operations. The company was founded in 1965 and has more than 1,200 employees.

GOED grants tax credit for GE Healthcare bringing 68 new jobs to the Logan area

Brice Wallace
The Enterprise

GE Healthcare will expand its operations in Logan, adding 68 jobs over the next five years.

The announcement came after the company was approved for a tax credit of up to \$254,554 by the Governor's Office of Economic Development (GOED) board.

GE Healthcare manufactures and distributes diagnostic imaging agents and radiopharmaceuticals for imaging technologies used in medical imaging procedures. The company develops health technology for medical imaging, diagnostics, patient monitoring systems, disease research and biopharmaceutical manufacturing.

Established in 1994 and a subsidiary of General Electric, GE Healthcare operates in more than 100 countries and has more than 50,000 employees worldwide.

The \$31 million project in Logan is expected to result in new wages projected at about \$10 million over the next five years and new state tax revenue of nearly \$1.7 million during that period. The new jobs are expected to pay an average of \$44,000.

The Logan operation's roots extend to the 1960s when a Utah State University professor, Rex Spendlove, founded HyClone Laboratories. The company was purchased by Fisher Scientific International in 2003 and later became known as Thermo Fisher Scientific after a merger with Thermo Electron Corp. A part of the Thermo Fisher operation in Logan was sold to GE Healthcare in 2014. The company has five buildings in the Cache Valley area.

Owen Barrott, GOED incentives analyst, described GE Healthcare as "one of the stalwarts of our life sciences industry."

"They do a great job in Logan," Barrott told the GOED board. "They're a very good partner with the community. They do a lot of work with Utah State University. So, [it's] very exciting that they're growing."

Justin Meeham, the company's Logan site leader, said the work in Logan involves making raw materials for drug manufacturers. Operations there have added more than 135 jobs during the past year.

"For us, not only is there the excitement of going to work every day and helping your friends and relatives, our friends and relatives, that are probably getting some level of treatment that we can be a part of, but the history and the growth here in Utah is pretty significant for us," Meeham said, adding that Logan had competition for the project from other sites.

"GE's got a wide spread, and when they're looking at where to put the next factory or where to grow, there's a lot of options just locally across the United States but also globally," he said.

Logan Mayor Holly Daines said the company "is a really an important part of our locally economy."

"As mentioned, they've been there for a long time," she told the board. "It was locally founded. It's grown. We're thrilled about that. We realize they have other choices and locations where they can be, and we're delighted they would like to expand in Logan, and that will help us."

In a prepared statement, Val Hale, GOED's executive director, said that "adding another well-known company to the state's life sciences roster helps to strengthen that diversity.

We're glad GE Healthcare has chosen to expand in Utah and bring more jobs to Cache County."

"As part of our global strategy and outreach initiative, ED-CUtah and GOED connected with GE Healthcare in 2018, and as a result, Gov. [Gary] Herbert visited company executives in Boston that summer," said Theresa A. Foxley, president and CEO of the Economic Development Corporation of Utah. "We were excited when the local GE Healthcare management team contacted us this fall to discuss this expansion opportunity, and we're glad to see the project come to fruition."

SLC's JMH Premium sold

Southeastern Mills Inc. of Rome, Georgia has acquired Salt Lake City-based JMH Premium, a manufacturer of flavor bases, demi-glace and gravies, marinades and sauces, dressings and dips and drinks and desserts for industrial customers. In its Utah facility, JMH Premium develops food and flavoring through dry blending, wet blending and cooking processes.

"We are very excited that JMH Premium will be joining the Southeastern Mills family," said Kevin Dulin, president of JMH Premium. "Our focus on custom-

ized flavor solutions fits perfectly with Southeastern Mills' commitment to premium flavor, premium quality and premium service. We look forward to becoming part of Southeastern Mills' high-performance workplace team and delivering on our shared objective of creating solutions for our customer's development needs."

"JMH Premium is a growth-oriented manufacturer of high-quality food ingredients that will augment Southeastern Mills' business-to-business foods segment," Peter Hjort, president of Southeastern Mills."

"The acquisition of Clinical Innovations supports the successful evolution of our business and advances Laborie's strategy to invest in market leading technologies that address high-growth medical specialties, delivering clinical, access and/or economic advantages," said Michael Frazzette, president and CEO of Laborie. "Clinical Innovations provides Laborie with a strong global presence in the labor and delivery and neonatal intensive care unit specialties and the company's diversified and differentiated market-leading product portfolio truly makes a difference for clinicians and their patients."

Clinical Innovations has sales and logistics satellite offices around the United States, Europe, Australia and China. Founded in 1993, the company employs about 250 people.



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PUBLISHER & EDITOR
R. George Gregersen

PRESIDENT
David G. Gregersen
david@slenterprise.com

VP/GENERAL SALES MANAGER
Dale Dimond
dale@slenterprise.com

MANAGING EDITOR
John M. Rogers
john@slenterprise.com

CONTROLLER
Richard Taylor
richard@slenterprise.com

OFFICE MANAGER
Dionne Halverson
dionne@slenterprise.com

CLASSIFIED AND REAL ESTATE
david@slenterprise.com

CIRCULATION
Dionne Halverson
dionne@slenterprise.com

LIST DEVELOPMENT
Lanece Gregersen
lists@slenterprise.com

ADVERTISING INQUIRIES
david@slenterprise.com

TO CONTACT NEWSROOM
john@slenterprise.com

ART SUBMISSIONS
art@slenterprise.com

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Callaway Golf brand moving N. America HQ to Utah, bringing 50 new jobs

A Germany-based outdoor apparel and equipment brand will place its North American headquarters in Utah and create 50 jobs over the next five years as it looks to establish itself and grow in the North American market.

Jack Wolfskin, part of Callaway Golf Co., will put the new positions either in Salt Lake City or Park City.

Callaway was approved for a \$105,461 tax credit by the Governor's Office of Economic Development (GOED) board to lure the \$500,000 project to Utah.

"We're thrilled to expand Jack Wolfskin North America in Utah," Diana Seung, general manager of Jack Wolfskin in North America, said in a prepared statement. "This state is a perfect reflection of our brand tenets of living an adventurous, active outdoor life."

Founded in 1981, Jack Wolfskin offers high-end mountain and leisure clothing, footwear, backpacks, sleeping bags and tents. Callaway Golf acquired the brand in 2018.

The project is expected to

result in wages of nearly \$12.5 million over the next five years, with the average pay being \$79,000. New state tax revenue is expected to total \$703,074 during that period.

"We're very excited about this company," Owen Barrott, GOED incentives analyst, told the GOED board. "This is a unique and awesome opportunity to bring a highly respected brand to Utah. They'll be building out their North American headquarters. They'll be bringing 50 very high-paying jobs to basically build out their headquarters."

A letter from Seung was read during the board meeting. It said, in part, "We have the opportunity to not only join an impressive list of outdoor companies in Utah to further build the strength of the industry but leverage the resources and talent of Utah, which is a powerful combination."

Jack Wolfskin's website indicates the brand is sold in about 4,000 retail outlets and more than 730 Jack Wolfskin stores, primarily in Europe and Asia, with a

couple in South America. GOED documents indicate the Utah operations will be a North American headquarters for the brand's commercial teams — merchandising, marketing, sales, e-commerce and analytics — with a potential to add back-end support over time, which would include roles across information technology, human resources, finance and legal. Jack Wolfskin currently has over 1,400

employees globally.

"Jack Wolfskin will be an excellent addition to our outdoor industry sector," Val Hale, GOED's executive director, said in a prepared statement. "Utah has a great love for the outdoors and welcomes excellent brands like Jack Wolfskin into our vibrant outdoor ecosystem."

"This company reached out to us in late September," said Theresa

A. Foxley, president and CEO of the Economic Development Corporation of Utah. "The speed at which this project came together is a testament to Utah's business friendliness, the responsiveness of our partners, and the customer's degree of organization and focus. The brand power of Callaway and Jack Wolfskin is an exciting addition to our state's outdoor products industry."

Small-business economy ends year with a bang

As 2019 ended, all major economic indicators show once again that pro-growth policies are working and have helped put millions of Americans back to work in communities all over our country. The November jobs report showed a remarkable 266,000 jobs were created in November — exceeding median expectations of around 185,000. To date, more than 7 million jobs have been created since November 2016.

This positive economic news has given a boost to small merchants struggling to compete with online retailers and tight labor markets seen in many parts of the nation. A good economy is great news for the real heroes of our communities — the small-business owner. The holiday shopping season is a critical time of year for all small retailers. Many small businesses earn 50 percent or more of their total annual revenues during the critical period between Thanksgiving and New Year's Day. That's all the more important when you factor in that small businesses create more than 65 percent of all net new jobs nationwide.

Fortunately, entrepreneurs are taking advantage of this historic economy to not only hire new employees but also reinvest in their businesses. According to the National Federation of

Independent Business December jobs report, small-business optimism posted the largest month-over-month gain since May 2018, with many owners citing now as



DAN NORDBERG

a good time to expand their operations as well as an expectation that their earnings will improve. Even more impressive, 30 percent of small-business owners reported raising compensation and 26 percent plan to do so in the coming months, the highest level since December 1989.

It's not just small retailers that are benefiting from the current administration's economic policies. Since November 2016, 713,000 construction jobs have been created — an average of 20,000 per month — and another 54,000 manufacturing jobs were added this November for a total of 524,000. These numbers once again demonstrate how pro-growth policies continue to defy the doubters and help put millions back to work.

Nationally, American workers have seen wages increase 3.1 percent over the prior 12 months.

Here is additional good news:

- This is the 16th consecutive month that year-over-year wage growth has been at or above 3 percent.
- Best of all, the unemploy-

ment rate dropped to 3.5 percent in November, matching its lowest point in half a century.

- Americans of all backgrounds are thriving in today's booming economy. The unemployment rate for African Americans hit a new record low of 5.1 percent, and the unemployment rate for Hispanic men plummeted to 3 percent, matching its record low.

- The booming economy is helping millions of Americans to get off the sidelines and back into the workforce.

The end of 2019 has brought some great economic news for the American people and I'm especially encouraged to see the positive impact our strong economy had on small retailers during the holiday season. Many forecasters, including the National Retail Federation, forecast that when holiday sales numbers are reported, they will rise to a new historic level of between 3.8 percent and 4.2 percent. This is welcome news for the small businesses that make up the fabric of our local economies.

Happy new year to you and your family from your friends at the U.S. Small Business Administration.

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

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As the new year begins, here are three keys to reducing CEO stress

Recently, my company, CEObuilder, ran a survey of CEOs, assessing where these leaders experience their greatest challenges, or “pain points.” While we continue to collect data in this regard, early feedback indicates that most CEOs feel a high degree of personal stress. Data further suggests that this is most often a function of an endless to-do list they never fully accomplish and an inability to be clear on where to focus their attention. This latter item is often exacerbated by having “too many strategic options” regarding how to grow their businesses successfully.

Over my years in coaching CEOs, I have found three ways to help clients deal with these issues:

1. Clarifying Your 50,000-Foot View of the Enterprise

Acclaimed business guru and author Stephen R. Covey gave us two very notable quotes in this regard. He said, “Start with the end in mind” and “The main thing is to keep the main thing the main thing.”

In other words, as you view your business from the lofty perspective of CEO, what is your purpose — your *why*? What is your mission and what are the values you and your team live by to accomplish that mission?

Having a clear idea where you are going is the first step to reducing the stress and burnout that comes from trying to do every-

thing. It will help you know what things to say “yes” to and when to say “no.” Whack-a-Mole may be a fun arcade game, but it’s one that destroys leaders.

2. Defining Your Octopus, then Pruning his Legs

Business — and life — have a way of adding new “stuff” to our to-do lists. Inevitably, as 2020 unfolds, you’ll find what you had planned will require edits and additions. They are a regular occurrence and it rarely works to ignore them. Instead, on a weekly basis, I take about an hour to create an “octopus mind map” of everything I need (or have been asked) to do.

Octopus is not quite descriptive; these mind maps generally have many more than eight legs. They include everything that I might consider in four categories: work, family, service and personal.

Once my octopus is done, I start pruning his legs. This is a prioritization process. I try to follow the counsel Winston Churchill gave during his daunting leadership challenges during World War II. He said, “Work on the two or three most important things at the moment.”

In these words, Churchill acknowledges that there are many things to accomplish, but even for his incredible mind, he couldn’t focus on more than two or three of them. Other critical items don’t go

away, but they must be effectively pruned from the actions he would take on any given day.

In the course of my week, I treat myself to the recognition that I am accomplishing important tasks by physically checking these off my mind map. This is psychologically rewarding — and stress-reducing. I’m making progress!

Then, when planning the upcoming week, items temporarily pruned in the prior week re-emerge as legs on the next octopus. Don’t let this re-emergence stress you; just prune down to the two or three most important items. Then follow another of Churchill’s admonitions: “Action this day!”

3. Setting Boundaries Between Your Work and the Rest of Your Life

Psychologist Guy Winch observes that much of CEO stress and burnout comes from what he calls “ruminating about your job.” He suggests that many of us don’t ever unwind from our work, that we are mentally in the office 24/7. He goes on to observe that, with the ubiquitous nature of our smart devices, this is truer today than ever before. When we leave work, we keep the smartphone with us continually. Many of us sleep with it on the bedstand.

Winch suggests three simple techniques to help us truly relax and recharge after work:

- Define when you will switch off your work. Shut off your email, texts and other electronic communication. Create a psychological barrier between work and your

non-work life.

- Create a defined work zone at home. When you are working, go there, then make a firm commitment to avoid work in your non-work zones.

- Change out of your work clothes and create a comfortable non-work space to enjoy personal or family time.

Winch asserts that these

techniques, when religiously followed, will reduce your stress, improve the quality of your life, and increase your productivity and satisfaction at work.

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



RICH TYSON

FUND from page 1

the Silicon Slopes Computer Science Fund is a critical step to ensuring that all community members are empowered to be part of the solution. I’m proud to work with Ryan, Josh and the rest of Silicon Slopes to support this important initiative and call on my fellow Utahns to join in the effort to create a better future for our youth by expanding equitable access to high-quality computer science education.”

The formation of the Silicon Slopes Computer Science Fund establishes a vehicle to strategically deploy the \$4 million and provides an opportunity for individuals, foundations and organizations that are dedicated to effecting change in computer science outcomes across Utah to contribute, the Community Foundation of Utah said. Creating the opportunity for all K-12 students in Utah to learn computer science is a multigenerational issue and

the creation of the fund provides a vehicle for ongoing private sector and community funding to wrap around state funding.

“Technology is changing the future of work and it is essential that all students have access to computer science education to prepare for the careers of the future,” said former U.S. Secretary of Education Arne Duncan, managing partner at Emerson Collective and a Pluralsight board member. “Utah is doing innovative work bringing together education leaders, advocacy and industry to create a sustainable plan to provide equitable access to computer science education across all public K-12 schools. The Silicon Slopes Computer Science Fund introduces an innovative way for funders of all types and sizes to come together around this critical issue and support a focused strategy that will impact the future of Utah’s students and teachers for years to come.”

“The launch of the Silicon Slopes Computer Science Fund is just the latest example of the great partnership that exists between public and private sectors,” said Hadi Partovi, founder and CEO of Code.org. “Utah’s unified approach to expanding computer science education to reach all its students can serve as a template for other states to replicate.”

“The skills learned from computer science education enable students to become creators of technology and innovations and position them for success in the 21st century,” said Sydnee Dickson, Utah state superintendent of public instruction. “We are making a lot of progress at the state level to extend opportunities to learn computer science to every student in Utah, and with the support of the private sector and Utah’s citizens, we will have the wind at our back to reach that goal. This is a huge moment for Utah and we are grateful for the support of our community.”

Funding priorities and initial investments for the fund will be announced following the execution of the first stages of the Utah Computer Science Master Plan, including the HB 227 grant round managed by the Utah State Board of Education.

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

AGRICULTURE

• **Dairy West**, a regional dairy promotion organization working for Utah and Idaho dairy farm families, has launched a new brand called **Unbottled**, designed to appeal to people who are concerned about health, nutrition and good food choices for themselves and their families.

BANKING

• **Zions Bancorporation**, Salt Lake City, has transferred the securities exchange listing for four securities from the New York Stock Exchange to the Nasdaq Global Select Market. The trading symbols on the NYSE of ZB/PA, ZB/PG, ZB/PH and ZB/K are now trading on Nasdaq as ZIONP, ZIONO, ZIONN and ZIONL, respectively.

• The **Federal Deposit Insurance Corp.** (FDIC) has granted conditional approval of the application by **Bank of St. George** for federal deposit insurance, bringing the proposed community bank one step closer to opening its doors. The proposed bank's organizers hoped to also receive the Utah Department of Financial Institutions' (UDFI) conditional approval for a state commercial bank charter shortly thereafter. When it begins operation, Bank of St. George will become the only locally headquartered bank in St. George. Bank of St. George plans to open in early 2020 and will operate out of temporary offices located at 148 E. Tabernacle St., St. George, for approximately two years. A northern Utah loan production office is also expected to open about the same time. The proposed bank will be led by Chief Executive Officer Bruce Jensen, President and Chief Credit Officer West Martin and Chief Financial Officer Cody Bateman.

• A collaboration between **Zions Bank** and community housing providers will create affordable housing opportunities for nearly 200 low-income families and individuals from Brigham City to Escalante. The **Federal Home Loan Bank of Des Moines** recently announced that \$1.8 million in Competitive Affordable Housing Program grants have been awarded to six Utah affordable housing projects in Salt Lake City, Park City, Brigham City, Escalante and Tropic. From construction of new affordable housing to the rehabilitation of existing homes and rental properties, the projects will ben-

efit low-income families, seniors, persons with disabilities, homeless individuals and at-risk youths. In 2019, FHLB Des Moines approved 85 of the 143 affordable housing applications it received, awarding \$51.5 million in aid for projects. As a member of FHLB Des Moines, Zions Bank was the sponsoring financial institution for each of the six Utah grant recipients. Since becoming a member of FHLB Des Moines in 2017, Zions Bank has helped secure nearly \$4.3 million in affordable housing awards to build or rehabilitate 335 housing units in Utah.



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COMMUNICATIONS

• The **Federal Communications Commission** has authorized over \$3.1 million in funding over the next decade to expand broadband to nearly 3,000 unserved rural homes and businesses in **Beaver County**. The commission approved for funding satellite provider **Viasat**, which is receiving more than \$3.1 million over 10 years to offer service to 2,995 remote and rural homes and businesses in Beaver County, at speeds of at least 25/3 Mbps. In return for the funding, Viasat will be providing service in the supported areas at lower cost to consumers, while also permitting higher usage allowances, than it typically provides in areas where it is not receiving Connect America Fund support. The action represents the eighth wave of support from 2018's Connect America Fund Phase II auction. Nationwide, the eighth funding round authorized nearly \$89.2 million in funding over the next decade to expand broadband to more than 123,000 unserved rural homes and businesses across 21 states. Total Utah funding in the program has topped \$6.3 million, expanding connectivity to 3,817 homes and businesses.

CORPORATE

• **Vivint Solar**, Lehi, has closed a \$200 million revolving asset-based loan facility that the company says will help fund the company's continued growth in 2020 and beyond by allowing Vivint Solar to finance the purchase of safe harbor equipment and receive attractive advance rates on projects throughout the development life cycle. In addition, proceeds from the facility will be used by the company to refinance its existing working capital credit facility that was set to mature in 2020. Vivint Solar operates in 22 states.

• **Purple Innovation Inc.**, an Alpine-based manufacturer of comfort products, has announced that the underwriters of its previously announced underwritten secondary public offering have exercised in full their option to purchase 1.5 million additional shares of Class A common stock from **InnoHold LLC**. Purple did not receive any proceeds from the sale of the additional shares.

DIRECT SALES

• **USANA Health Sciences**, a Salt Lake City-based health and wellness company, has opened a food-packing facility at 2538 S. 3850 W., West Valley City.

DIVIDENDS

• **Security National Financial Corp.**, Murray, has announced a 5 percent stock dividend, which will be issued Feb. 7 to stockholders of record Jan. 10. It is the company's 31st consecutive year in declaring a 5 percent stock dividend.

ECONOMIC INDICATORS

• A ZIP code area in **Fort Duchesne** has the cheapest rent rates in Utah and one in **Park City** has the highest, according to a study by **UnitedStatesZipCodes.org** using data from the U.S. Census Bureau. The median monthly rent in Utah is \$1,122. The figure in the 84026 area of Fort Duchesne is \$217. It is followed, in order, by areas in **Mexican Hat**, **Monument Valley**, **Bluff**, **Montezuma Creek**, **Whiterocks**, **Marysville**, **Randlett**, **Lynndyl** and **East Carbon**. The 84098 area in Park City has a rate of \$1,981. It is followed, in order, by areas in **Salt Lake City**, **Alpine**, **Herriman**, **Draper**, **Sandy**, **Riverton**, **South Jordan**, **Saratoga Springs** and **Hooper**.

• **Utah** is ranked 10th among states for being **at-risk for package theft**, according to a study by **Security.org**, using data on larceny thefts from buildings from

the FBI and survey results from more than 1,000 consumers across the nation. Utah had 2,092 larceny thefts per 100,000 residents. Larceny from vehicles is the top type, at 34.2 percent of all cases, followed by shoplifting at 20.8 percent and larceny from buildings at 10.6 percent.

EDUCATION/TRAINING

• The inauguration of **Brad L. Mortensen** as the 13th president of **Weber State University** is set for Jan. 7 at 1:30 p.m. in the university's Val A. Browning Center Austad Auditorium. The community is invited to the inauguration celebration, where Mortensen will outline his vision for the university. The program will also feature brief remarks from faculty, staff, student and government leaders as well as distinguished alumni. WSU students and alumni will perform a selection of musical numbers. An informal reception will follow in the lobby of the Browning Center. Mortensen joined the university in 2004 as associate vice president for support and government relations and became vice president for university advancement three years later. Prior to his tenure at Weber State, Mortensen served in a number of professional capacities within the Utah System of Higher Education, the Utah Office of the Governor and the Arizona Legislature. Weber State also announced it has selected **Matthew Mouritsen** as dean of the **John B. Goddard School of Business & Economics**, a role he has filled as interim dean since June. Mouritsen served as director of the Master of Business Administration program from 2008-2019 and as a member of the faculty since 2001. He also earned his bachelor of arts in accounting from Weber State and an MBA and a doctoral degree in business information systems and education from Utah State University.



Brad Mortensen



Matthew Mouritsen

• The **University of Utah** has named **Marlon C. Lynch** as the university's first chief safety officer. Lynch assumes his new role Feb. 1 and comes to the UofU from New York University, where he has been senior vice president for campus services and safety. The Presidential Task Force on Campus Safety recommended



Marlon Lynch

this summer that the university hire a chief safety officer with responsibility, oversight and coordination of all campus safety initiatives. In addition to overseeing campus-wide safety programs, Lynch will supervise the Department of Public Safety. Lynch's experience also includes serving as the associate vice president for safety and security and civic affairs at the University of Chicago; serving as the police chief at Vanderbilt University, University of North Carolina at Charlotte and North Carolina A&T State University; and serving as an officer with the Meridian Township Police Department in Okemos, Michigan.

FOOD

• **DishDivvy**, a Los Angeles-based marketplace for connecting local home cooks with nearby consumers, has launched operations across Utah. Home cooks in Utah can manage and grow their home-based food businesses by sharing their creations with locals who are seeking fresh, wholesome, homemade food. Using DishDivvy's mobile app, diners can browse homemade dishes available for sale by their neighborhood cooks, and order directly on the platform. Customers can pick up their order for free at the cook's home or have it delivered to them for a mileage-based fee by **DoorDash**.

GOVERNMENT

• The Utah Department of Workforce Services' **Utah State Office of Rehabilitation** has selected **Arlene Garcia Gunderson** as the new director of the **Services for the Deaf and Hard of Hearing**. Gunderson will be responsible for the oversight and administration of programs assisting Utah's deaf, deafblind and hard-of-hearing communities and their families. Gunderson's career includes serving as deaf services coordinator, high school social studies teacher, K-12 school for the deaf principal, American Sign Language (ASL) lead and co-director of an ASL-interpreter preparation program. Gunderson most recently worked as an ASL assistant professor, as well as a consultant and



Arlene Garcia Gunderson

see BRIEFS next page

Industry Briefs

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project lead for the first mobile, on-demand and live interactive video chat tutoring, education and practice platform for the deaf in both K-12 and college-level subjects. She also led a development team in creating free online courses for deaf adults in Ontario, Canada. Gunderson also served as the first director of the Gallaudet University Regional Center — Southwest in Austin, Texas, when it opened in 2011.

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NONPROFITS

• **Shelter the Homeless** and **The Road Home** have broken ground on **Magnolia**, a 65-unit permanent supportive housing complex for people who have experienced homelessness, at 165 S. 300 E., Salt Lake City. Developed by **Cowboy Partners**, owned by Shelter the Homeless and operated by The Road Home, Magnolia will serve single men and women by providing stable housing and services to help address the issues that resulted in their homelessness. The new complex will be The Road Home's newest addition to its housing program, which currently includes its 201-unit Palmer Court complex and 32-unit Wendell Apartments, as well as hundreds more stand-alone supportive housing units and single-family dwellings throughout Salt Lake County.

PHILANTHROPY

• **Bank of Utah**, **Arctic Circle Restaurants** and **Red Hanger** delivered more than 250 bags and barrels full of warm clothing to 13 Utah charities the week of Christmas, collected during their eighth annual **"Warm Bodies, Warm Souls"** coat drive. The three businesses invited the public to drop off items at their locations from Tremonton to St. George in November and

December. The donations were distributed to **Joyce Hansen Hall Food Bank**, Ogden; **The Lantern House**, Ogden; **Cache Community Food Pantry**, Logan; **Tremonton Community Pantry**, Tremonton; **Family Support Center**, Brigham City; **Community Action Services and Food Bank**, Provo; **Crossroads Urban Center**, Salt Lake City; **The Road Home's Midvale Family Shelter and Men's Homeless Resource Center**, Salt Lake City; **Geraldine King Women's Homeless Resource Center**, operated by Volunteers of America, Utah, Salt Lake City; **Gail Miller Homeless Resource Center for Men and Women**, operated by Catholic Community Services, Salt Lake City; **Bountiful Community Pantry**, Bountiful; **Heber Valley Center Stage**, Heber; and **Hope Pregnancy Center**, St. George.

• The nonprofit **Ketamine Fund** recently donated 400 ketamine treatments to veterans in Utah suffering from suicidal ideation caused by PTSD, depression and addiction. The fund's first-of-its-kind pilot program is being administered at **Ketamine SLC** by **Dr. Robert Hiemstra**.

RECOGNITIONS

• Several Utah companies are ranked in a list of **top company cultures**, compiled by employer data company **Comparably.com**. Among large companies are No. 9 **Qualtrics**, Provo; No. 14 **Workfront**, Lehi; and No. 22 **BambooHR**, Lindon. Among small and mid-size companies are No. 1 **Weave**, Lehi; No. 15 **Malouf**, Logan; No. 22 **Disruptive Advertising**, Lindon; No. 26 **Finicity**, Salt Lake City; and No. 27 **Big Leap**, Lehi. Rankings were derived from sentiment ratings provided by employees who anonymously rated their employers at the website in November. Also, five CEOs of Utah companies are ranked in a list of **top CEOs in the nation**, compiled by **Comparably.com** using information from employee surveys. Among large companies are No. 14 **Ryan Smith**, Qualtrics, Provo; and No. 16 **Alex Shootman**, Workfront, Lehi. Among small and mid-size businesses are No. 2 **Sam Malouf**, Malouf, Logan; No. 4 **Brandon Rodman**, Weave, Lehi; and No. 42 **John Benson**, Verisys Corp., South Jordan.

• **Purple Innovation**, an Alpine-based manufacturer of comfort products, is the highest-ranked company in customer satisfaction — including comfort,

support, price and durability — in the **J.D. Power 2019 Mattress Satisfaction Report** for the bed-in-a-box category. The 2019 report is the first for the direct-to-consumer category. The report is based on more than 1,800 customers who purchased mattresses in the 12 months prior to the survey, and measures overall customer satisfaction with mattress purchases based on seven factors.

SCHOLARSHIPS

• **Salt Lake City Mayor Jackie Biskupski** has announced the establishment of the **HOPE Scholarship**, a private-public partnership to benefit the city's low-income, first-generation college students. HOPE, which stands for "Helping Our People Excel," will award eligible students with up to \$7,000 per academic year. The scholarship is made possible through a private-public partnership among **Salt Lake City**, the **Semnani Family Foundation** and the **University of Utah David Eccles School of Business**. Jointly, the foundation and the business school have seeded the HOPE Scholarship fund with \$150,000. Need-based HOPE scholarships are open to incoming and currently enrolled University of Utah students. Priority will be given to applicants who have participated in the Salt Lake City Police Department's Promising Youth Project or Explorers Program or Salt Lake City's YouthCity program. The first scholarships will be awarded to students enrolled in the 2020-2021 academic year. Details are available by emailing opportunitiescholars@eccles.utah.edu or by calling (810) 585-1752.

SERVICES

• **Kiln**, a tech-focused shared workspace community, has announced a 30,000-square-foot addition to its shared workspace community in Lehi. Its international team is crafting the expansion to be optimal for teams up to 50. Due to open this spring, the addition will increase the capacity of its Lehi community to house more than 1,000 professionals. Kiln launched its beta location in Lehi in May 2018 and later a location at The Gateway in Salt Lake City.

• **Secuvant**, a Salt Lake City-based company providing cybersecurity solutions to the SMB, middle market and emerging enterprise markets, has hired **Don Ainslie** as the executive vice president of risk management and professional services.



Don Ainslie

Ainslie has more than 35 years of experience in security, including more than 16 years as a senior partner at Deloitte.

• **Simplus**, a Salt Lake City-based company focused on quote-to-cash implementations, has opened a digital practice to better serve customers in the Salesforce ecosystem. **Kim Georgetown**, Simplus' new managing director of commerce and marketing cloud, will lead the practice of 24 commerce and marketing cloud developers, administrators, quality assurance and project managers, digital specialists, solu-



Kim Georgetown

tion strategists, UX designers and architects. She has experience in Salesforce Commerce Cloud, digital marketing solutions, and creative and photographic services. Georgetown has worked as vice president of e-commerce at Arhaus Furniture, DMM of e-commerce and media services at Lane Bryant, and at Amazon.com. **Jerry Claunch** and **Kevin Durbin** will assist Georgetown in leading the practice as delivery directors. For more than 10 years, Claunch has been a digital implementation leader in Commerce Cloud. Durbin has 15 years of experience and has led numerous retail marketing programs.

TECHNOLOGY/LIFE SCIENCES

• **Impartner**, a Salt Lake City-based channel management platform company, has promoted **Kerry Desberg** from global marketing director to chief marketing officer.



Kerry Desberg

Desberg succeeds **Dave R Taylor**, who has accepted a soon-to-be-announced role with another company. Desberg will be responsible for leading the strategy, planning and development of Impartner's global marketing initiatives and continuing to build a worldwide marketing organization. Desberg joined Impartner in 2015. She has more than 30 years of experience in marketing and communications, including in positions with Procter & Gamble, Owens Corning, Danaher, Lockheed Martin and Fleishman Hillard.



What We Do:

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

Making a Difference:

- 2,057 Hot Line Calls
- 1,606 Hours of Child Care
- 1,647 Hours of Case Mgmt.
- 413 Community Outreach Events
- 1,864 Volunteer Hours
- 1,472 Hours of Crisis Therapy
- 14,702 Nights of Safe Shelter



www.svsutah.org

To donate, volunteer, or if you need help, call 801-255-1095.

WORKING TOGETHER WORKS FOR EVERYONE

Join us on January 14, at the Cigna Behavioral Health Forum, in collaboration with MountainStar Behavioral Health Services, Steward Health, and The Enterprise.

If you are a caregiver of children or teens (teacher, parent, grandparent, school principal, counselor), you're invited to a discussion focused on important behavioral health topics for children, teens and young adults.

Tuesday, January 14, 2020

8:00 a.m. - noon

St. Mark's Hospital

Lamb Auditorium, 2nd floor, Women's Pavilion

1200 E 3900 S

Salt Lake City, Utah

Breakfast and snacks will be provided.

We hope you can join us to learn, share and network. To register by January 8, please contact **Stella.Castro@Cigna.com**.



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Calendar

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

Jan. 6, 8 a.m.-2 p.m.

Utah Emerging Leaders Summit 2020, an Emerging Leaders Initiative (ELI) of Utah event featuring young leaders from across Utah in policy discussions and helping to shape Utah's political, culture and economic future. Keynote speaker is Elizabeth Smart. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$65. Details are at www.utahleaderssummit.com.

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

UrbanPlan for Public Officials Workshop, a ULI (Urban Land Institute) Utah event in conjunction with the Utah Alliance meeting Jan. 8 and enabling public officers to better understand the trade-offs and risks at play in the entitlement and negotiation process associated with land use. Location is the Business Resource Center at Dixie State University, 225 S. 500 E., St. George. Cost is \$50. Details are at <https://www.utahalliance.com/events>.

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

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

Jan. 7, 6-9 p.m.

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

Jan. 8-Feb. 26, 8 a.m.-5 p.m.

PMP Exam Prep, a Salt Lake Community College Workforce Training course on Wednesdays and designed to meet required education hours and prepare participants to successfully pass the Project Management Professional (PMP) examination. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$1,350. Details are at <https://www.slcc.edu/workforce/courses/index.aspx>.

Jan. 8, 11:30 a.m.-1 p.m.

"AI and Healthcare Data: Reality vs. Hype," a Silicon Slopes event. Panelists are Dr. Julie Eggington (moderator),

founder and CEO, The Center for Genomic Interpretation; Faraz Shafiq, chief artificial intelligence officer, Cambia Health Solutions; Jason Mark, director of data science and natural language understanding, 3M Health Information Systems; Charlene Weir, professor of biomedical informatics, University of Utah; and Jared Jeffery, director of strategic relations, KLAS. Location is Kiln SLC, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Free. Details are at siliconslopes.com.

Jan. 8, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a South Valley Chamber event. Location is Slackwater Pub & Pizzeria, 10290 S. State St., Sandy. Registration can be completed at Eventbrite.com.

Jan. 8, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Free for chamber members and first-time guests, \$10 for non-member guests. Details are at ogdenweberchamber.com.

Jan. 8, 6:30-8 p.m.

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

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

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

Jan. 9, 6-8 p.m.

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

Jan. 10, 7:30-8:30 a.m.

"Eggs & Issues," a Murray Area Chamber of Commerce event. Speaker Sheri Fawson, Medicare specialist, will discuss "Medicare Changes You Need to Know." Location to be determined. Free (pay for what is ordered from the menu). Open to everyone. Details are at murraychamber.org.

Jan. 10, 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.

Jan. 10, 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.

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

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

Jan. 14 and 21, 8 a.m.-4 p.m.

"Effective Time Management," part of the Salt Lake Community College Frontline Leader Workshop Series. Jan. 14 is at SLCC's Miller Campus in Sandy. Jan. 21 is at the Westpointe Campus in Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

Jan. 14, 7:45-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) event. Speaker is Robert Whiteman, chairman and CEO of Franklin Covey. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at www.acg.org/Utah/events.

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

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

Jan. 14, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a ChamberWest event. Speaker is Ann Marie Wallace, state director of Women's Business Center of Utah. Location is Megaplex Theatres, 3620 S. 2400 W., West Valley City. Cost is \$20 for members with RSVP. Details are at (801) 977-8755 or chamber@chamberwest.com.

Jan. 14, 7:30 p.m.

"Browning Presents," featuring political commentator David Brooks, hosted by the Telitha E. Lindquist College of Arts & Humanities at Weber State University. Brooks has covered business, crime and politics over a long career in journalism. Location is Val A. Browning Austad Auditorium at Weber State University. Cost is \$15 for adults,

\$8 for students and may be purchased at weberstatetickets.com or by calling (801) 626-8500.

Jan. 15, 8 a.m.-noon

"Improving Behavior: Setting and Achieving Performance Goals for All Workers," 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>.

Jan. 15, 8-9:30 a.m.

"Curb the Cost of Rising Healthcare," a South Valley Chamber event. Location is the South Valley Chamber, 9800 S. Monroe St., Suite 806, Sandy. Free. Registration can be completed at Eventbrite.com.

Jan. 15, 8-10 a.m.

Speed Networking, a Murray Area Chamber of Commerce event. Location is Residence Inn by Marriott, 171 E. 5300 S., Murray. Free. Registration is required. Details are at murraychamber.org.

Jan. 15

Small Business Development Center (SBDC) Workshops, including "Quickbooks Workshop" and "Tax Planning," both at 5:30-6:30 p.m.; and "Simple Steps" is at 6:30-8 p.m. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

Jan. 16, 9-10 a.m.

"Coffee With Clancy: The Power of Networking" a Women's Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women's Business Center of Utah, and Vanessa Ramirez, co-founder of the Ladybird Society and founder of Connexion Utah. Location is Carlucci's Bakery, 314 Broadway, No. 1, Salt Lake City. Free. Details are at www.wbcutah.org.

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

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

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

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

Details are at davischamberofcommerce.com.

Jan. 16, 3-5 p.m.

Public Policy Forum, a Utah Technology Council event focusing on important issues regarding government's impact on business. Location is Utah State Capitol, 350 State St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Jan. 16, 6-8 p.m.

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

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

Utah Economic Outlook & Public Policy Summit 2020, hosted by the Salt Lake Chamber, in collaboration with the Kem C. Gardner Policy Institute at the University of Utah. Location is Salt Lake City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$80 for members, \$100 for nonmembers. Details are at slchamber.com.

Jan. 17, 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.

Jan. 18, 8:30 a.m.-3 p.m.

"2020 Business Summit: Bringing Business and Community Together," presented by the Utah Chinese Association. Speakers include U.S. Rep. Ben McAdams and Scott Anderson, Zions Bank CEO. Location is Little America, 500 S. Main St., Salt Lake City. Registration can be completed at Eventbrite.com.

Jan. 21, 8-9:30 a.m.

"State of the Economy for 2020," a "Better Your Business" Breakfast Seminar presented by the Utah Department of Workforce Services (DWS). Speaker is Mark Knold, DWS chief economist. Location is DWS, 5735 S. Redwood Road, Taylorsville. Free. RSVPs can be completed by emailing jenjones@utah.gov.

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

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

Succeeding in Your Business

Collecting your overdue debts from a distance

"Your YouTube video on collecting from deadbeat clients was truly inspiring. I am an electrical contractor who is owed \$3,000 from a customer located way on the other side of the state. His business is selling a product made by others and installed by electrical contractors such as myself. He has no business assets, works from home and has no job site work (he may be on a site for 1-2 hours). He is, however, incorporated. I won a small claims court judgment against his corporation, but the court will not enforce the judgment because of the great distance, and I have spent approximately \$2,300 for my attorney to get the judgment. Collection agencies will not help either. I am at wit's end. Are there any options I may have overlooked?"



CLIFF ENNICO

you argued your case before the judge, and the judge rendered a decision based on all the facts presented to him. If (as I suspect) what you got was a "default judgment" — the other side simply didn't show up in court because of the great distance involved — his local court may refuse to enforce your judgment on the grounds that a local citizen didn't have his day in court.

Whenever you sue someone in small claims court and that person lives remotely from you, you always, always, always bring the action in the court where he is located or has his place of business, not where you are located. Yes, it's inconvenient for you, but at least you will know that if you win, the other court will always enforce its own judgment against the deadbeat (even a default judgment). Also, if your case is a really strong one, you may (no guarantee here) be able to persuade the court to reimburse you for travel, lodging and other out-of-pocket expenses you incurred getting the judgment. If that doesn't happen, good-faith attempts to collect a debt (including travel) are an "ordinary and necessary business expense" you can deduct on your taxes.

Secondly, I always advise against hiring an attorney to represent you in small

claims court. Some judges don't like to deal with attorneys and it takes just as much time for an attorney to prepare for a small case as it does a much bigger one. This is one situation where you are better off representing yourself, as it doesn't make sense to spend \$2,300 and countless hours and days of your life to collect a \$3,000 judgment.

Lastly, you are assuming that your customer was the one-person corporation and not the individual himself. People are allowed to form corporations and limited liability companies for the sole purpose of avoiding personal liability to creditors. But if you can prove that you dealt with the individual directly, not his corporation, you may be able to enforce your judgment against the individual's personal assets, such as his house, automobiles and salary from his day job.

Look at the invoices you sent him. Were they addressed to him or his corporation? If you treated his corporation as your customer, then there's little you can do to reach his personal assets. You will have to prove in court that he treated his corporation as a personal piggy bank and otherwise treated it with so little respect that it should be disregarded (this is called "piercing the corporate veil"). If, however, your bills were addressed to him individu-

ally and he wrote checks to you from his personal bank account, you may have a case for pursuing him individually, which is much more likely to get you paid.

Going forward, you should have your attorney prepare a short retainer agreement that your customers will sign before you begin working for them. Make sure the agreement contains the following clause: "My agreement is to perform services for the person or persons signing this agreement in their individual capacities, and I will look to them personally for the payment of my fees and expenses. While I may accept payment from a corporation, limited liability company or other legal or business entity that is related to you, I will not be obligated to rely on such entity for the payment of my fees and expenses unless I expressly agree in writing to do so." That language could have saved you a ton of time and frustration here.

My YouTube video "Dealing With Deadbeats" can be found by searching YouTube for "Cliff Ennico Dealing With Deadbeats."

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

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In sales, without customer trust, nothing else matters

When the contractor didn't deliver the proposal as promised, the homeowner called to find out when to expect it. "Sorry about that," was the reply. "You'll have it later today or tomorrow." When it arrived, what passed for a proposal was a "cost estimate" and a hand-drawn layout lacking specifics. It appeared to have been dashed off on the way over. The contractor came recommended, but the homeowner chose another company due to a lack of trust.

Hands down, customer experience is today's No. 1 marketing hot issue — and for good reason. Up to 82 percent of customers who leave, do so because of a bad experience. While businesses keep trying to plug up the customer experience holes, it's never enough.

There's a lesson here: It's over and done if trust isn't established as early as possible. Without a reservoir of goodwill available to recover from a bad customer experience, customers bail.

Even though winning sales is the goal, the first objective is winning customer trust. Credibility matters since the doubt meter is always running with prospects and customers. This is why bulletproofing customer relationships is the No. 1 task. Today's customers don't automatically trust brands, businesses or salespeople. It's earned by actions, experience, and attitudes that develop over time. And here are ways to establish it:



JOHN GRAHAM

Follow through. When contacting a business, a lack of follow-through may be customers' greatest fear. Allay their worries by acknowledging how they feel: "I know how important this is to you; I'll be back to you about 3 p.m. today." or "You have my word, but should you want to contact me here's my email address and cell number."

Solve problems fast. "Will they or won't they take care of it?" is what every customer is thinking when they have a problem. What they're looking for is a clue as how a business will respond. Surprise them by letting them know you understand and will take care of it now. If you can't do it, change the policy.

Be candid. "Why didn't you tell me?" are words no salesperson wants to hear from a customer. It happens because there's often a wide gulf between what customers think they want to buy and what's going to best serve their needs. To assure satisfaction, be candid with them to make sure they will be satisfied.

Encourage feedback. Companies may say they want to hear from their customers, but make it difficult, at times nearly impossible, to do so. If you're serious about getting feedback, make it easy for customers to contact you and then respond promptly.

Personalize content. It has to be more

than dropping in the customer's name a couple of times. Imagine having a cup of coffee with someone and keep that picture in your mind as you write. It's how you say it — with empathy, openness and understanding that makes it personal.

Make relevant recommendations. Let customers know you "get it" by giving them specific ideas and suggestions that fit them. General offers have a negative effect; they make customers feel you don't know them.

Test ideas and initiatives first. Before making changes affecting customers ask them to comment and express their views. Don't bother if you're afraid you'll learn something you don't want to hear. Taking customers into your confidence avoids mistakes and creates trust.

Respond quickly. When customers contact businesses today, they either don't expect a response or assume it will take a day or longer. This is no way to build trust. Response Rule: Best within 15 minutes — repeat, within 15 minutes.

Acknowledge mistakes. Desensitize tense situations by offering an apology and do it in a way so customers know you care and are not just trying to appease them. Then, resolve it to the customer's satisfaction.

Keep your promises. Many "one star" customer comments, those that inflame customers the most, have to do with "broken promises." Solution: Do what you said

you would do when you said you would do it. If you don't, be prepared to suffer the customer's wrath. In their mind, you have disrespected them.

Give meaning to "valued customer." These two words are useless unless they translate into value for customers. Examples: a higher credit limit, loyalty options, a direct phone number, an assigned CSR or some special service.

Find out what they expect. Even though trust is the critical component of customer relationships, its meaning can be highly individual. To avoid customer dissatisfaction and disappointment, ask them what they expect from you.

Be upfront. Bad customer experiences make consumers wary and doubtful. They've heard it all before so they're ready to do battle when someone says, "We put customers first." Being transparent in dealing with customers helps boost their trust.

Is it worth the effort to build customer trust? It is if you believe that new customers come with built-in skepticism, waiting for the other shoe to fall. This won't change unless trust is the basis of the customer relationship.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of "Magnet Marketing," and publishes a free monthly e-bulletin, "No Nonsense Marketing & Sales Ideas." Contact him at jgraham@grahamcomm.com or johnrgra-

CALENDAR

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No RSVP required. Details are at davischamberofcommerce.com.

Jan. 22, 8-9:30 a.m.

"Are We Experiencing a Kinder, Gentler National Labor Relations Board?" an Employers Council event that is part of a five-part Legal Breakfast Briefing Series. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99 for this session, \$420 for all five sessions. Other sessions are March 25, May 27, Aug. 26 and Oct. 28. Details are at employerscouncil.org.

Jan. 22, 8-9:30 a.m.

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

Jan. 22, 6:30-8 p.m.

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

Jan. 23, 8:30 a.m.-4 p.m.

"Supervision: Critical Skills for Effective Leaders," 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.

Jan. 23, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is HallPass, 153 S. Rio Grande St., Suite 107, Salt Lake City. Cost is \$7 for early-bird members (ends Jan. 16), \$10 for members the week of the event, \$15 for non-members. Details are at slchamber.com.

Jan. 23, 6-9 p.m.

Annual Vision Dinner, a South Jordan Chamber of Commerce event. Location is Bingham High School, 2160 S. Jordan Parkway, South Jordan. Cost is \$60. Details are at southjordanchamber.org.

Jan. 23, 6-7 p.m.

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

Jan. 24, 6-9 p.m.

2020 Business Awards Banquet, a Davis Chamber of Commerce event. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberofcommerce.com.

Jan. 25, 9-10:30 a.m.

Legislative Preview 2020, a Murray Area Chamber of Commerce event. Location is Intermountain Medical, Doty Education Center, 5151 S. Cottonwood St., Building 6, Murray. Free, and open to the public. Details are at murraychamber.org.

Jan. 28, 11 a.m.-1 p.m.

"Business Women's Forum: Transformational Learning: The Key to Advancing Your Career as Women." Presenter is Susan R. Madsen, Orin R. Woodbury Professor of Leadership and Ethics at Utah Valley University. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

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

2020 Athena Leadership Award Ceremony & Luncheon, an Ogden-Weber Chamber of Commerce event. Award recipient is Kimberli Green. Location is Timbermine Steakhouse, 1701 Park Blvd., Ogden. Cost is \$30. Details are at ogdenweberchamber.com.

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

Women in Business, a South Valley Chamber event. Speakers Vanessa and Nate Quigley, Chatbooks founders, will discuss how they built and ran a subscription-based photo book service based in Provo. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Cost is \$20 for members, \$25 for non-members. Registration can be completed at Eventbrite.com.

Jan. 28, 3-4:30 p.m.

"MasterClass: Professional Bio & Headshots," a Women's Business Center of Utah event. Location is Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15 (free for clients). Details are at wbcutah.org.

Jan. 29, 11:30 a.m.-1 p.m.

"From Daybreak to Deseret Ranch: The Art of Master Planned Communities," a ULI (Urban Land Institute) Utah event. Speaker is Don White, vice president of planning at Deseret Ranch and past chair of ULI Utah. Location is Zions Bank, Founders Room (18th floor), 1 S. Main St., Salt Lake City. Cost

is \$35 for members, \$50 for non-members. Details are at <https://utah.uli.org/events/>.

Jan. 29, 12:30-4:30 p.m.

"Employment Rules: Key Utah Laws Employers Must Know," 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.

Jan. 29, 6:30-8 p.m.

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

Jan. 30-31

Silicon Slopes Tech Summit 2020. Event includes keynote presentations, breakout sessions, entertainment and networking opportunities. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$195 for an all-access pass. Details are at siliconslopesummit.com.

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

Annual Legislative Breakfast, a Utah Technology Council event featuring a discussion of pressing issues with legislators. Location is Utah State Capitol, 350 State St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

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

"ADA and FMLBA: Briefing 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 \$99. Details are at employerscouncil.org.

Jan. 30, 9-10 a.m.

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

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

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

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

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

Feb. 4, 12:30-4:30 p.m.

"Basic I-9 Compliance," 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.

Feb. 6, 7:30-9 a.m.

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

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

"The Alarming Truth About Mental Health & Addiction at Work," a South Valley Chamber event. Speaker is James Hadlock, co-founder and chief evangelist of BluNovus. Location is Mountain America Corporate Headquarters, 9800 S. Monroe St., Suite 806, Sandy. Free. Registration can be completed at Eventbrite.com.

Feb. 6, 8:30 a.m.-4 p.m.

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

Feb. 6, 9-10 a.m.

"Coffee With Clancy: Avoiding Common Legal Mistakes with Running a Business," a Women's Business

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Opinion

Was 2019 the year we reached the peak of the entitlement mentality?

Looking back at 2019 is incredibly disorienting. The country is horribly divided. In fact, the president of the United States was just impeached along partisan lines. The government is running trillion-dollar (and growing) annual budget deficits, even though the economy is doing well. Still, listening to many politicians and pundits, you'd think the nation is doing terribly and the government isn't spending a dime. That's 2019 in a nutshell.

The economy is entering its 11th year of expansion. Poverty is at an all-time low; so are African American and Hispanic unemployment rates. The 3.5 percent overall unemployment rate hasn't been that low since 1969. The unemployment rate for women hasn't been this low since 1952. The employment rate for workers ages 25 to 54 is finally back above its pre-Great Recession level. Wages are on the rise, especially at the bottom of the income distribution. The stock market is on fire. Small businesses and many industries are complaining that they can't find enough workers to fill all the jobs they have.

Not everything is perfect, of course. There's still relative poverty, but that's an

immutable fact of life — and of the way we define poverty. Many economists are concerned that productivity isn't growing as fast as it could. This matters because productivity growth is an important source of rising living standards. Manufacturing isn't doing great, either, thanks to the president's self-destructive trade war. Farmers are hurting badly due to the tariffs, as are many of the companies downstream of the tax. Yet the economy continues to show resilience in spite of this.

So what explains the gargantuan budget deficits? During good times, spending on many programs meant to alleviate poverty and economic hardship typically goes down. But not as much anymore. Ever-easier eligibility for programs like food stamps have deviated from the program's original intent. Medicare and Medicaid expansion have guaranteed that the programs will continue growing and adding to the deficit, whether times are good or bad.

Both political parties are carelessly spending on a whim. They just passed a spending package of \$1.4 trillion alongside \$500 billion in irresponsible tax breaks. And

Democrats are actively trying to restore the state and local tax deduction, or SALT, a handout to rich people in high-tax states.

More intriguing is the political discourse. Listening to Democratic presidential candidates, you'd think that Americans are living in abject poverty that can only be remedied by government taking over all student debt, all medical costs and boosting the incomes of a politically powerful group who are already overrepresented in the top income quintile — namely, seniors. Listening to Republicans, you'd think that it's never been as hard to be a woman or raise a family in America. In fact, GOPers today call for programs like mandated paid leave — which they assert is an idea whose "time has finally come" — and large increases in the child tax credit. Others condemn the free-market system as if it hasn't delivered anything but grief to low-skilled workers and destruction to the environment.

The truth is quite different. When the economy is doing well, most people do well, including women and their families. More importantly, it's the same free-market economy that Republicans and Democrats today so vociferously condemn that has produced the wealth that everyone takes for granted.

According to research from the Massachusetts Institute of Technology, in order to get the standard of living that ordinary Americans enjoyed in 1975, today we would only have to work 23 weeks out of the year. To achieve 1950's standard of living now requires a mere 11 weeks of work! People were fairly content back then. In fact, many who complain that the free market has failed us point to those decades as America's golden age. This is an illusion, of course. Most of us make the choice to work more and acquire a significantly better living standard. Yet, few people realize and appreciate how very much more we have now.

At the end of the year, then, I'd venture to guess that the problem in 2019 wasn't that free markets don't work but that we may have reached peak entitlement mentality. Let's hope we come back to Earth in 2020 and start to appreciate that while all isn't perfect, we're incredibly lucky to be alive today. Happy new year to all of you.

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

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Here's what the seismic results of Britain's election tells us for 2020

Impeachment is big news — justifiably so — but the battle cries around it have drowned out another momentous event, with important lessons for the 2020 campaign — the recent seismic British elections.

The simplest way to understand the UK results is to look at one fact: Even though the Conservatives ended up with their largest majority in Parliament since 1987, the overall vote for the party went up just about 1 percentage point from two years ago, when Theresa May was its leader. In the 2017 elections, the Tories got 42.4 percent of the vote; this year, they got 43.6 percent.

The Labour Party, however, went from 40 percent in 2017 to 32 percent, a collapse of historic proportions. Labour ended up with its fewest seats in 84 years. Its famous "red wall" that encompassed working-class areas in the north crumbled, with seats that had voted Labour for more than 50 years going to the Conservatives. Sedgefield, Tony Blair's former constituency, had voted Labour since 1935. This time, it went Tory.

There are several reasons Labour collapsed. The party was led by Jeremy Corbyn, who is dour, uncharismatic, radical and has been dogged by accusations of anti-Semitism. His opponent, Boris Johnson, is colorful and lively, having been a popular mayor of London, a city that typically backs Labour. But Johnson's victory was paved by more than personality. It had to do with two strategic decisions that were risky but paid off. Both will be important to keep in mind in the United States.

Johnson clarified and simplified the election, making it a referendum on Brexit.

He purged his party of moderates on this issue and said to the public: Vote Tory to "get Brexit done."

Compare that to the other side. Labour was anti-Brexit, sort of, with a leader (Corbyn) who had been pro-Brexit, sort of, for his entire political life. Labour's position on Brexit was muddled. The Liberal Democrats were resolutely anti-Brexit but are a smaller party, so the public was confused as to whether a vote for them would be wasted. In politics, a simple, clear message will always trump a complex, murky one. Remember "build the wall"?

Johnson's second strategic decision was to shift the Conservative Party's positions on economic policy. Under David Cameron and May, the Tories had been the party of limited government, cutting spending through a sweeping set of austerity measures. Johnson junked all that, promising to increase government spending on everything from the National Health Service to schools to potholes. He rewrote his party's fiscal rules so that he could borrow and spend an additional 100 billion pounds.

That second bet worked spectacularly. The Conservatives won over large swathes of the working class, voters who might have shared the Tories' skepticism about Europe but who could never vote for a party whose economic message was resolutely free-market. Johnson speaks of creating a "One Nation Conservatism," consciously evoking legendary Tory leader Benjamin Disraeli. Whether he can sustain this coalition remains to be seen, but it is striking that Johnson has been able to take in many working-class voters without losing the par-

ty's traditional base with the upper middle class.

In 2016, Trump similarly campaigned as an economic populist, embracing left-wing positions on trade, social security and Medicare. He was able to gain working-class votes in Democratic states while keeping traditional voters with him. The Trump-Republican Party is now a coalition of free-market types and working-class populists. There is a tension between the two groups (and their wish lists), but polarization and party loyalty are so great that there appears to be little danger that traditional Republicans will abandon Trump for a Democrat.

The Democrats have a larger base than Britain's Labour Party. But because

of American geography and the Electoral College, they face the same vulnerability — losing socially conservative, working-class voters in a number of crucial states. And they are doing little to address this vulnerability.

Democrats keep arguing over economic issues, lurching ever leftward, but the public is largely supportive of the party's existing positions on these issues (allow people to buy into Medicare, fix America's infrastructure, tax the rich more, increase the minimum wage). The party's Achilles' heel is immigration. Half of

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CALENDAR

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Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women's Business Center of Utah, and Dana Ball, a former litigation attorney. Location is Athena Beans Coffee House & Bistro, 111 W. 9000 S., Sandy. Free. Details are at www.wbcutah.org.

Feb. 7, 8-10 a.m.

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

Feb. 7, 8-10 a.m.

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

Feb. 7, 8:30 a.m.-3:30 p.m.

"Investigations in the Workplace," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$205. Details are at employerscouncil.org.

Feb. 10, 9:30 a.m.-2 p.m.

Women in Business Day at the Capitol, a South Valley Chamber Women in Business event. Location is Utah State Capitol, 350 State St., State Office Building Auditorium (first floor), Salt Lake City. Cost is \$20 for members, \$25 for nonmembers. Registration can be completed at Eventbrite.com.

Feb. 11 and 18, 8 a.m.-4 p.m.

"Managing Conflict," part of the Salt Lake Community College Frontline Leader Workshop Series. Offered Feb. 11 is SLCC's Miller Campus, 9750 S. 300 W., Sandy; and Feb. 18 is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/index.aspx>.

Feb. 11, 8:30 a.m.-12:30 p.m.

"Coaching Employees: A Step-By-Step Process," 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.

Feb. 12-March 4, 8 a.m.-noon

"Lean Six Sigma: Green Belt," a Salt Lake Community College Workforce Training

course on Wednesdays to teach waste reduction strategies and learn process improvement skills using Lean Six Sigma initiatives. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$1,450. Details are at <https://www.slcc.edu/workforce/courses/index.aspx>.

Feb. 12, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location to be determined. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

Feb. 13, 1-3 p.m.

"Bring Some Sanity to Your Health Insurance Renewal: How to Develop a Winning Health Plan," presented by Hays Cos. of Utah and designed for employers who are serious about optimizing recruitment and retention while minimizing costs to build a sustainable health plan. Speakers are Dave Ross, executive vice president and director of underwriting services at Hays Cos.; and Erik Templin, employee benefits practice leader at Hays Cos. Location is Loveland Living Planet Aquarium, 12033 Lone Peak Parkway, Draper. Free. Details are at (801) 505-6500.

Feb. 13, 5:45-10 p.m.

2020 Annual Gala & After Party, an Ogden-Weber Chamber of Commerce event. Location is Peery's Egyptian Theater and Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost is \$100. Details are at ogdenweberchamber.com.

Feb. 14, 7:45-9 a.m.

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

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

"Sweet Success: Growing into a Small Business," a Women's Business Center of Utah event. Location is Kiln, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Cost is \$35. Details are at wbcutah.org.

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

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

Feb. 20, 9-10 a.m.

"Coffee With Clancy," a Women's Business Center

of Utah event featuring Clancy Stone, business advisor for the northern region for the Women's Business Center of Utah. Location is Ritual Chocolate, 1105 Iron Horse Drive, Park City. Free. Details are at www.wbcutah.org.

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

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

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

Annual Athena Award Ceremony, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$20. Details are at davischamberofcommerce.com.

Feb. 20, 5-8:30 p.m.

Annual Awards Gala 2020, a ChamberWest event. Theme is "Calling All Troops: Operation ChamberWest." Hall of Fame Award recipient is West Valley City Mayor Ron Bigelow. Location is Maverik Center, 3200 S. Decker Lake Drive, West Valley City. Three finalists and winners in five award categories will be announced. Details are at (801) 977-8755 or chamber@chamberwest.com.

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

35th Annual Investor's Choice Venture Capital Conference, a VentureCapital.org event. Location is Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Luncheon keynote speaker is Jon Huntsman Jr., former Utah governor and former U.S. ambassador to China and Russia. Event is preceded by Feb. 20, which includes a ski and snowboard day at Snowbird Ski Resort, 9385 Snowbird Center Drive, Snowbird; and an investor reception 6-8 p.m. at the Zions Bank Founders Room, 1 S. Main St., Salt Lake City. Registration can be completed at www.ic-2020.eventbrite.com.

Feb. 22, 9:30 a.m.-4:30 p.m.

"Spice Kitchen Incubator: Food Entrepreneur Roundtable 2020," providing an opportunity to meet with and learn from food industry experts on topics related to business startup and scale-up. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$15 for Spice Kitchen participants, \$20 for the general public. Details are at wbcutah.org.

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

"Family and Medical Leave Act Essentials," an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details

are at employerscouncil.org.

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

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

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

"PHR/SPHR Study Programs," an Employers Council event over five consecutive Fridays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$1,695. Details are at employerscouncil.org.

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

Entrepreneur and Investor Life Science Summit 2020, presented by Bio Utah and the University of Utah's Center for Technology & Venture Commercialization (TVC) and title sponsor Simpson Thacher. Location is Cleone Peterson Eccles Alumni House, University of Utah, Salt Lake City. Ski Day is Feb. 29 at a location to be announced. Details are at <https://eillifesciencessummit.org/>.

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

"Jump Start: Intro to Entrepreneurship," a Women's Business Center of Utah event.

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GOED

from page 1

— the first half of the current fiscal year — GOED-incentivized projects are expected to create 7,112 jobs. That figure was boosted by several projects in December alone that are projected to create 2,933 jobs over the next few years.

The GOED year-to-date project figures also indicate that the recruitment and retention projects should generate \$4 billion in wages, \$228 million in capital investment and \$232 million in new state tax revenue.

“We had a couple of big months here that have brought us to over 7,000 jobs halfway through the year,” Tom Wadsworth, GOED associate managing director, said at the December GOED board meeting. “So, [we’re] really excited about that [and] ahead of where we’ve been historically.”

Regarding the tax revenue figure, “if things keep up the way they look like, we may set a record for this group,” he said.

Capital expenditure was lower than in the prior-year period because local developers — rather than the companies themselves — are spending on building the space that companies then lease. “Nevertheless, there is that capital expenditure in our community,” Wadsworth said.

EDCUTah figures indicate that for the July-through-December period, its projects are expected to create or retain 8,496 jobs. That compares with 10,450 jobs for the entire 2018-19 fiscal year.

“We are well ahead of where we were last year, at now the six-month mark,” Theresa Foxley, EDCUTah’s president and CEO, said in briefing the GOED board.

In the fall, GOED board members wondered aloud if Utah’s lower corporate recruitment figures at the time represented something concerning in the long run and if Utah was part of a national slowdown.

“If you recall, a couple of months ago we talked about a potential slowdown,” Wadsworth told the board in December. But in speaking with site selectors, company representatives and other economic development officials at a recent conference, that slowdown was part of a national trend in the third quarter, “but then it’s picked up quite a bit in the fourth quarter. ... We’re excited about that and excited about some projects we have in the future, so we think we’re on pace with where we’ve been historically,” he said.

GOED typically approves 19-20 corporate incentives in a fiscal year, and the current figure

of 11 so far puts GOED “a little bit ahead of schedule,” he said.

“Reports of our pipeline health were valid,” Foxley said. “We were validly concerned at the time, in August and September, when things were feeling very soft, but they’ve just come roaring back, and we’re of course very happy to be finishing the year strong.”

Other fiscal-year-to-date figures for EDCUTah are capital investment of \$177.9 million, while the 2018-19 fiscal year had \$1 billion, and square footage of 1.2 million, compared with 2.5 million for the full prior fiscal year.

Numbers reported by GOED and EDCUTah vary because not all EDCUTah projects come to the GOED board for a financial incentive.

GOED also released a report looking at recruitment and retention projects for the calendar year 2019. Twenty companies were awarded incentives from the state’s Economic Development Tax Increment Financing (EDTIF) tax credit program, up from 16 in 2018. Those 20 companies are expected to create 9,643 jobs, up from 5,062 in the prior calendar year; generate \$306.2 million in new state tax revenue, up from \$176.6 million; and produce nearly \$603 million in capital investment during the next 15 years.

The EDTIF is a post-performance tax rebate of up to 30 percent of new state revenues — Utah sales, corporate and withholding taxes — during a defined period, typically five to 10 years. Since its inception, approximately two-thirds of the program’s tax rebates have gone to Utah-based companies to help them expand and create more jobs for Utahns. The program is designed for companies offering high-wage jobs, paying at least 10 percent above the average county wage.

“Utah’s current unemployment rate is 2.4 percent,” Val Hale, GOED executive director, said in a prepared statement. “The national average is around 3.5 percent. Utah continues to be a leader in job growth and low unemployment. It’s because of programs like the Legislature’s EDTIF post-performance tax rebate program that Utah’s economy continues to outperform other states.”

“Utah is known for the diversity of its economy, and the companies that announced expansions here in 2019 reflect that diversity,” Foxley said. “This year, GOED and EDCUTah worked with tech leaders like Amazon Web Services; fintech leaders like Plaid and Brex; and healthtech leaders like Ancestry, OODA and Castlight Health. Balancing the techside of our

economy were some exciting manufacturing expansions such as Oatley, Tyson Fresh Meat and Intermountain Electronics, and outdoor product companies such as Amer Sports and Ventum. We’re already recognized as having America’s most diverse economy. Diversity delivers resilience and opportunity for Utahns.”

CALENDAR

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Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at wbcutah.org.

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

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

March 4, 2-5 p.m.

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

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

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

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

“Compensation: Are Your Jobs Priced Right?” an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

March 6, 8-10 a.m.

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

March 6, 8-10 a.m.

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

March 6, 11 a.m.

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

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

“Effective Business Writing,” part of the Salt Lake Community College Frontline Leader Workshop Series. Offered at SLCC’s Miller Campus, 9750 S. 300 W., Sandy; and SLCC’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/index.aspx>.

March 10, 9-10 a.m.

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

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

Intermountain Growth and Ski Conference, an Association for Corporate Growth (ACG) Utah event. Keynote speaker is Paul Ahlstrom, managing director and founder of Alta Ventures. Location is Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$225 for members, \$325 for nonmembers (expires Jan. 10); \$250 for ski conference only. Details are at acg.org/utah.

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

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

March 13, 7:45-9 a.m.

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

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

“Americans with Disabilities 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.

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

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

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

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

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

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

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

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

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

“Pay Equity: This Train Isn’t Stopping Any Time Soon, So You Better Be On Board,” an Employers Council event that is part of the five-part Legal Breakfast Series. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

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

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

March 26, 9-10 a.m.

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



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ZAKARIA

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the Democratic candidates have said they want to decriminalize illegal border crossings and even more want to give undocumented immigrants free healthcare. Large majorities of the country disagree with these policies, and you can expect Trump to turn this into a wedge issue during the campaign.

The irony, thus, is that the Republican Party, like the Tories, has become ideologically a big-tent party, while the Democrats — historically defined as a large coalition — are ideologically narrow on the issues that might well define the 2020 election.

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

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EMPLOYMENT

from page 1

running at full steam. Employment opportunities are plentiful."

Utah's private-sector employment grew by 3.7 percent year-over-year with the addition of 47,500 positions. Once again, all 10 of the private-sector major industry groups measured in the establishment survey posted net job increases in November.

The largest private-sector employment increases were in education and health services (12,500 jobs), construction (9,500 jobs), and professional and business services along with leisure and hospitality services, both with 6,300 new jobs. The fastest employment growth occurred in construction (9.1 percent), education and health services (6 percent) and leisure and hospitality services (4.3 percent).

VOLUNTEERS



You can make a difference!

Join a volunteer team to rebuild homes for families devastated by the California wildfires.

2020 DATES

January 19-26

March 8-15

May 3-10

July 12-19

September 20-27

November 8-15

Our one-week teams deploy to Redding, California to repair homes for the elderly, disabled, uninsured, and low-income families who cannot recover on their own. We need volunteers of all skill levels, with a preference for roofers, framers and those with finish carpentry experience. \$175 team fee.

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