

OF NOTE



What's open on July 3?

People wishing to conduct business this weekend in Utah should check before they go. Although Friday, July 3, is the official state and federal holiday, agencies such as the U.S. Postal Service and Utah state courts will operate that day. Some Utah banks will be open Friday, but all will be closed Saturday. Stock markets are closed Friday.

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Google Fiber will be boon to doing business online

Brice Wallace
The Enterprise

For people with a need for speed, Salt Lake City becoming a Google Fiber city should help tremendously.

Google already has begun construction on a fiber optic network ring around the city as part of a project that will provide Internet and TV service access at 1 gigabit per second. That's 1,000 megabits per second (Mbps), light-years ahead of the

current Utah average of 45.18 Mbps and the U.S. average of 36.8 Mbps, according to broadband tester Ookla.

The ramifications for Utah's real estate industry and society as a whole are many-fold, according to a recent panel program presented by ULI (Urban Land Institute) Utah. They include the ability for more people to work from home, hook up more Internet-controlled devices and even use the Internet to order groceries to be deliv-

see **GOOGLE** pg. 5



Derek Miller, president and CEO of World Trade Center Utah; Kirk Jowers, director of the University of Utah Hinckley Institute; and Utah Gov. Gary R. Herbert watch a company presentation at the Paris Air Show at the conclusion a trade mission to western Europe conducted by the Governor's Office of Economic Development.

Utah officials, 20 companies return from selling Utah in western Europe

Twenty Utah companies and organizations this month participated in a trade mission to western Europe conducted by the Governor's Office of Economic Development (GOED).

Gov. Gary Herbert led the trade mission, which took place June 6-16.

"More than 95 percent of Utah's customers live outside the United States, and we are eager to do business with them,"

said Herbert said at the beginning of the trip. "Western Europe and the state of Utah share strong economic and cultural ties, but there is room to build upon that foundation."

Europe accounts for 87 percent of foreign investment in Utah, and the state ex-

see **MISSION** pg. 15

Prices tick up slightly along Wasatch Front

Summer utility price fluctuations contributed to a minor jump in the cost of living in northern Utah from April to May. The Zions Bank Wasatch Front Consumer Price Index (CPI) increased 0.6 percent for the period. The index stood flat for the past year in April and the May hike gave it the same 0.6 uptick since the same time last year. The national Consumer Price Index increased 0.5 percent from April to May and has remained flat over the past 12 months.

Utility prices have fluctuated the past few months as summer rates have rolled out. Summer natural gas rates typically decrease starting in April. On the other hand, water and electricity rates in the summer are higher, starting in May. As a result, utility prices jumped from April to May but are expected to flatten out through the rest of the summer.

Food at home prices experienced the biggest decrease in the CPI in May with a 4.9 percent decline. Other goods and services registered next with a decline of 4.3 percent. Utilities marked the largest increase at 4.5 percent, followed by housing at 2.9 percent. All other categories changed less than 1 percent.

see **CPI** pg. 15

Publishers Note:

This issue of *The Enterprise* has been designed to cover both the regular publishing dates of June 29 and July 6. Following today's edition, the next scheduled paper will be published on July 13, after which regular weekly Monday publications will resume. Features that would have normally run on July 6 will run either in today's issue or on July 13.

The Enterprise business office will maintain normal hours during this period with advertising, circulation and accounting services conducted as usual.

The staff and management of *The Enterprise* wish all of our readers a safe and happy Independence Day holiday.



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sPower buys first wind project in Utah

Salt Lake City-based sPower, a renewable energy provider and developer, has acquired its first wind project, a 62.1 megawatt facility in Monticello.

The project, located in San Juan County in southeastern Utah, is scheduled to begin construction this summer and should start generating electricity at the end of the year. The project has a 20-year power purchase agreement with PacifiCorp, which does business as Rocky Mountain Power in Utah.

“As a Utah-based company, we’re especially pleased with this particular acquisition. Not only will it allow sPower to apply our expertise in responsible green energy development — right in our own backyard — it demonstrates our company’s ‘solution-neutral’ philosophy,” said Ryan Creamer, sPower CEO. “While many companies are aligned with a specific technology, sPower’s ‘technology agnostic’ approach allows us to find flexible, environmentally and economically responsible solutions.”

When fully operational, the wind park is expected to reduce

carbon emissions by approximately 103,800 metric tons annually — the equivalent of removing nearly 22,000 cars from the road each year or reducing carbon dioxide emissions from the equivalent of 241,000 barrels of oil.

“We pride ourselves on a successful history of working closely with local communities. Developing and owning projects is a long-term commitment to the regions where our facilities are located,” said Creamer. “The sPower wind project will bring positive economic benefits to San Juan County, including local construction jobs, lease payments to

landowners and millions of dollars in property tax revenues — all while helping to contain the damaging impact of carbon dioxide and greenhouse gas emissions.”

Headquartered in Salt Lake City, with offices in San Francisco and New York City, sPower owns and/or operates more than 150 utility and commercial distributed electrical generation systems across the U.S. and U.K. With greater than 1.7 gigawatts between construction and pipeline, sPower is actively buying select renewable assets in virtually any stage of development in North America and the U.K.

Job search short in Utah

The *Wall Street Journal* has ranked Utah as the third-best state for the unemployed. With its high rate of economic growth and low unemployment, it takes Utahns, on average, only 13.4 weeks to find a new job.

“We want to make sure that job seekers have quality employment opportunities,” said Theresa Foxley, managing director of

corporate recruitment and incentives at the Governor’s Office of Economic Development (GOED). “We actively recruit the finest businesses to expand in or relocate to Utah and create new jobs.”

According to most recent economic indicators, Utah’s economy for the past five months continues to grow at 4 percent, outpacing the national average of 2.2 percent.

Ski resorts stay busy with summer offerings

With temperatures hovering around 100 degrees in the valleys, it might be easy to not think about ski resorts.

But many of Utah’s resorts have found ways to stay busy during the hot months, with hiking, bicycling, ziplines and chairlift rides among the offerings for visitors. Most also offer dining experiences.

Most have already officially opened for the summer, with activities continuing into September. Among resorts with summer openings are:

- **Alta**, which opens July 1 and continues through Sept. 13.

- **Beaver Mountain**, which opened in May and continues through October. Its activities include the Beaver Mountain Music Festival, set for Aug. 21-23, with bands, children’s activities and vendors. Beaver Mountain also offers tent and RV sites, plus lodge and yurt rentals for larger events.

- **Brian Head**, which opened June 26 and continues through Sept. 7. Its offerings include a zipline and bungee trampoline, base-jumping with a 50-foot-square airbag, a climbing wall

and Alpine tubing. The Giants Steps Express or Navajo chair lift can take visitors to mountain bike trails, disc golf, and hiking, and a pond is available for fishing and other water activities.

- **Canyons**, which opened June 18 and continues through a date to be determined. Its summer features include gondola rides, hiking, bike trails and instruction, live music concerts, golf and ziplines.

- **Deer Valley**, which opened June 19 and continues through Sept. 7, with activities also on Sept. 12-13 and Sept. 19-20. It features biking, hiking, chairlift rides, a Summer Adventure Camp for children, and music at the Snow Park Outdoor Amphitheater.

- **Eagle Point**, which opened June 26 and continues through Sept. 7. Its offerings include biking, hiking, fishing, paintball, disc golf, horseback riding, an ATV trail system, and day trips to Zion and Bryce Canyon national parks.

- **Park City Mountain Resort**, which opened May 22 and continues through a date to be determined. An Alpine slide, hiking, biking and a zipline are available.

- **Snowbasin**, which opened June 13 and continues weekends through Sept. 27. It features gondola rides to Needles Lodge, biking, hiking, free Saturday guided tours, Frisbee golf and a free outdoor concert series. For children, there is a playground, a euro bungee and a climbing wall.

- **Snowbird**, which opened June 13 and continues through Oct. 11. Available are biking, Alpine slide, Mountain Coaster, ropes course, hiking, fishing, adaptive mountain and road biking, tram rides, bungee trampoline, mine and water tunnel tours, GPS/orienteering classes, playground and bowling.

- **Solitude**, which opened June 15 and continues through Sept. 7. It offers biking, hiking and trail running.

- **Sundance**, which opened May 15 and continues through Sept. 7. Visitors can take advantage of a zipline, full-moon lift ride, concerts and theater events.

Brighton, Cherry Peak and Nordic Valley are closed for the summer. Powder Mountain’s summertime activities are to be determined.

Unemployment back up 0.1%

Utah continues to be a national leader in job creation. The state’s nonfarm payroll employment for May grew by an estimated 3.8 percent, adding 50,000 jobs to the economy as compared to May 2014. Utah’s current employment level sits at approximately 1,375,300.

May’s seasonally adjusted unemployment rate increased 0.1 percent from April, measuring 3.5 percent. Approximately 50,800 Utahns were unemployed in the month and actively seeking work. The national unemployment rate also increased 0.1 percent, registering 5.5 percent in May.

“The Utah job market continues to thrive,” said Carrie Mayne, chief economist at the Utah Department of Workforce Services. “While our May numbers show a minute shift from previous months, our overall labor force continues to grow, indicating no real slowdown in our economic momentum.”

Nine of the 10 private sector industry groups measured in the establishment survey posted net job increases in May as compared to last year, while natural resources and mining contracted by 700 positions. The largest private sector employment increases were in trade, transportation and utilities (10,600 jobs); professional and business services (10,000 jobs); and education and health services (9,300 jobs). The fastest employment growth occurred in leisure and hospitality (6.0 percent), professional and business services (5.5 percent), and education and health services (5.4 percent).

DigiCert buys Verizon SSL business

DigiCert, a Lehi-based certificate authority and Internet identity solutions provider, has announced its acquisition of the CyberTrust Enterprise SSL business from Verizon Enterprise Solutions. Financial terms of the deal were not disclosed.

The acquisition makes DigiCert the nation’s second-largest certificate authority (CA) for high-assurance SSL certificates. As part of the deal, DigiCert will assume management of the CyberTrust/Verizon trusted roots and intermediate certificates. Verizon will continue to offer SSL certificates as a reseller of DigiCert.

“This acquisition should prove beneficial for enterprise clients,” said DigiCert CEO Nicholas Hales. “Verizon cli-

ents will benefit from our public key infrastructure (PKI) innovation that reduces the complexity of certificate management to more efficiently safeguard their data and give them greater control over key management, network security and enterprise certificate issuance.”

“The combination of two trusted authority market leaders is part of one goal: to help our customers solve the ever-growing challenge of enterprise certificate lifecycle management,” said Mike Denning, vice president of global security at Verizon Enterprise Solutions.

DigiCert has more than 115,000 users in finance, health-care, education and Fortune 500 organizations, the company said in a release.

U.S. sees new home sales hike

New U.S. single-family home sales increased in May to a more than seven-year high, according to the U.S. Commerce Department. Sales rose 2.2 percent to a seasonally adjusted annual rate of 546,000 units, the highest level since February 2008. April’s sales pace was revised to 534,000 units from the previously reported 517,000 units.

The report came on the heels of a report last week showing home resales in May surged to a 5 1/2-

year high. Data last week also showed building permits at near an eight-year peak in May and homebuilders were the most optimistic in nine months in June.

The report showed a large disparity in sales according to region. New homes sales surged 87.5 percent in the Northeast, an area that has lagged behind national averages. Sales increased 13.1 percent in the West, the biggest gain in nine months.



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Students design KRCL solar system

Salt Lake City radio station KRCL has made the determination to go “off the grid” and in the process has given students at Salt Lake Community College’s Energy Institute the opportunity to help out. Students competed for a chance to have their 75.5 kilowatt solar photovoltaic design installed on the rooftop of KRCL.

Four teams of three students presented their designs to KRCL and the team dubbed “Lightning Boltz” was selected based on its overall design, price and aesthetics. KRCL board members were on hand to select the winning design. Judy Fisher, Energy Institute coordinator, thanked the board for providing SLCC students a great, real-world experience and opportunity. The winning team members will also receive North American Board of Certified Energy Practitioners credits to further their solar energy careers.

Brok Thayn, Energy Division manager with Hunt Electric, offered guidance and assistance to the students and will be overseeing the design and construction of the project throughout the process.

With the help of Hunt Electric, KRCL’s ultimate goal is to get

the station 100 percent “off the grid” by utilizing solar energy and energy-efficiency measures. Vicki Mann, general manager for KRCL said this project “will promote KRCL as an environmentally forward community organization. It will create an education lab for solar power education and through on-air and online awareness campaign about the importance of the use of renewable energy and encouraging social change.”

The project will be designed and installed through funding from aUCAIR grant, Rocky Mountain Power’s Blue Sky Renewable Energy Project funding, Hunt Electric and Salt Lake Community College. Thayn said, “Hunt Electric is proud to contribute to this community project that will increase awareness about solar energy. This is also a great opportunity to get local students involved and excited about solar energy.”

Hunt Electric is a full service electrical, infrastructure and data/communication contractor.

Established in 1979 as Listeners Community Radio of Utah, KRCL-FM 90.9 is northern Utah’s only nonprofit, member-supported public radio station.



C.R. England Trucking, based in Salt Lake City and one of the nation’s largest refrigerated carriers, has honored its military veteran drivers and employees and announced the addition of six new military-themed trucks and two trailers to its “Honored Veterans” fleet.

“Our veterans mean a great deal to C.R. England and we are pleased to honor them,” said C.R. England chairman Dan England. “C.R. England is dedicated to honoring and recognizing our veteran non-driver and driver employees and independent contractors. We recognize the need to ensure the honored men and women coming out of the military have great jobs, and we consider it a privilege to hire these individuals. Last year, C.R. England committed to hiring 350 additional veteran drivers. I am pleased to say that we met our goal and we will continue to be even more aggressive in our hiring efforts.”

Honored at an event in Salt Lake City were (left to right): Darrel Wright, Josh Smith, Hardwick Crawford, Chris Yates, Jeremy Jellison and Steve Calder. On the right is C.R. England chairman Dan England.

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Utah millennials bucking trend, buying homes and starting families

Across the United States, members of the millennial generation (born 1981 through the mid-2000s) appear to be postponing major life decisions such as getting married, having children and buying homes. But in Utah, new research from the Utah Foundation says they “seem to be taking them on all at once.”

In the third of four parts of “Millennials and Boomers: How Utah’s Generations Compare to Each Other and the Nation,” research analysts Mallory Bateman and Christopher Collard explain how Utahns of all generations prefer owning their homes to renting. Forty-two percent of Utah’s millennials own homes compared to 32 percent of their peers nationwide. Among members of Utah’s baby boomer generation (born 1946-1964), 91 percent own their homes. So do 85 percent of Gen Xers (born 1965-1980) and 94 percent of the members of the silent generation (1928-1944).

The report’s key findings include:

- Utah has the second-highest percentage of homeownership

among millennial households — in part due to more of them being married with children.

- The percentage of millennials who live with their parents is within 2 percent of the national average.

- For Utahns currently interested in homeownership, factors such as income, high debt other than student debt and bad credit were the three most common hurdles preventing homeownership.

- In Utah, both urban millennials and millennials who would like to live in big or medium-sized cities placed high importance on community attributes such as

shorter commutes, access to transit and neighborhoods with a mix of shops and services.

- Utah boomers and members of the silent generation were more likely than younger generations to want to live in small towns and to put high importance on communities with a mix of incomes.

Quality of life in the communities where they live is also important to millennials, who now make up Utah’s largest generational group. “We looked at what is important — what people want from their ideal community,” said Bateman. “Those who want to live in urban or even suburban

areas place higher importance on being close to shops, having shorter commutes and the availability of public transit options. These differences were even more pronounced for millennials and Gen Xers than in older generations”

Collard said student loan debt is a concern for Utah’s millennials, but not an insurmountable obstacle. “While national studies have found fewer households being formed because of student debt, Utah millennials have indicated that student debt was not a primary factor in either impeding them from moving out of their

parents’ home or purchasing their own homes. For Utah, income level and familial status play a much stronger role in determining these factors,” he said.

The Utah Foundation report is available on its website: www.utahfoundation.org. The report is based on the results of a survey conducted for the foundation by Lighthouse Research. More than 1,300 residents of Utah were asked about their views on jobs and economic issues, housing and other issues. The fourth part of the report will deal with their political views. It will be released in July.

Acquisition brings diagnostic imaging service to BC Technical

West Jordan’s BC Technical has acquired Atlas Medical Technologies in a move to add diagnostic imaging service resources and knowledge to its business model, according to a release from the company.

“The acquisition of Atlas Medical Technologies brings a great addition to the BC Technical family,” said Mark Alvarez, president and CEO of BC Technical, a non-OEM provider of medical imaging equipment. “Atlas provides a wealth of expertise and experience to our team, which helps support our ongoing vision of being the only true OEM alternative. Additionally, we couldn’t be more excited that Ron Brewer

and Skip Watkins have agreed to join the BC Technical team in leadership capacities.”

Atlas Medical Technologies, based in Rancho Cucamonga, California, and St. Petersburg, Florida, has become a leading provider of CT and MR refurbished and pre-owned systems, service and turn-key projects.

“We are extremely excited to be joining the BC Technical team,” said Skip Watkins, CEO of Atlas. “Over the past few years we have grown significantly and are convinced the future is bright as the need for quality, cost-effective service support expands. As Atlas joins the BC Technical team, we believe we will not only enhance

the scope of support provided to our customers but we will also ensure that quality and cost-effective service support is extended to our existing and future custom-

ers.”

BC Technical was founded in 1995, has a staff of 85 and provides refurbished equipment with on-site service in all 50 states.

Utah ranked 3rd by CNBC

“First in Business Worldwide,” a CNBC daily business program, has ranked Utah No. 3 in its annual “Top 5 States for Business” segment. CNBC special correspondent Scott Cohn revealed the ranking last week during the station’s “Power Lunch” special. Utah had a score of 1,556 out of a possible 2,500

points in the study, Cohn reported.

The survey ranked states according to 10 broad categories and the following are Utah’s rankings among the 50 states:

- Cost of Doing Business, 13.
- Workforce, 29.
- Quality of Life, 20.
- Economy, 1.
- Infrastructure & Transportation, 30.
- Technology and Innovation, 15.
- Education, 31.
- Business Friendliness, 5.
- Access to Capital, 21.
- Cost of Living, 11.

Utah, a top 10 state every year of the study, repeats last year’s third-place finish and took top honors in the economy category — the best overall in the nation with strong job growth, among the most solid state finances in the country and a thriving consumer economy. Unemployment is among the lowest in the country. The Beehive State’s worst category is education — the state suffers from large class sizes and low spending. However, the state has shown strong improvement in the category over last, year moving up 15 spots.

Utah’s individual income tax and corporate franchise tax are each 5 percent, and the state sales tax is 4.7 percent with local taxes pushing the total as high as 8.35 percent, according to the study. The state’s largest private employer is Intermountain Healthcare, a nonprofit system of hospitals and clinics, and its largest industry is finance.

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Daybreak complex sold to Los Angeles apartment developer

TruAmerica Multifamily, a Los Angeles-based real estate and apartment development company, has purchased Crossing at

Daybreak, a Class A multifamily property located within the Daybreak community in South Jordan. Financing and advisory services were provided by Berkadia Real Estate Advisors, the nation's largest apartment sales and research firm. Senior managing director Ed Zimble and managing director Allan Freedman of the Los Angeles office originated the financing through Berkadia's Freddie Mac Program. Senior director James Wadsworth and director Greg Barratt of the Salt Lake City office closed the sale of the property.

The seller was Daybreak Apartment Venture I LLC, a joint venture between Kennecott Land, master developer of the Daybreak community, and Western National Group, a fully multifamily apartment company in Irvine, California.

TruAmerica plans to use the financing to make significant capital upgrades, including adding a dog park and washing spa, exterior enhancements, USB charging stations in the kitchens and updating lighting and plumbing fixtures. The seven-year, interest-only loan features a 2.15 percent

floating interest rate.

"The borrower was seeking variable financing on an interest-only basis with flexible prepayment, and together with our investment sales team, we delivered the loan terms and timely sale they needed to enter the Salt Lake City market," Zimble said.

The Daybreak community includes 4,000 acres of land planned for more than 20,000 residential units and 14.5 million square feet of commercial space. Crossing at Daybreak is a 315-unit property and offers one-, two- and three-bedroom floor plans.

Advice Media buys MedNet Technologies

Park City-based Advice Media is expanding its digital marketing operations and services for healthcare professionals with the acquisition of MedNet Technologies. MedNet will be joining Advice Media to provide patient acquisition and retention solutions for their respective clients.

Advice Media, a provider of digital marketing for healthcare professionals, acquired Everyday Doctors in November 2013 and E6 Interactive in February 2014.

"MedNet Technologies was one of the first companies in the world to provide digital services to medical practices," said Shawn Miele, Advice Media CEO. "With 17 years of operating history, MedNet has built a tremendous team of talented people and services many marquee medical practices. We're pleased to welcome both MedNet's employees and customers to the Advice Media family. We'll be focusing on integrating best practices from MedNet with those of Advice Media to create even better service delivery for our customers."

MedNet's employees, located primarily in Melville, New York, will maintain their current offices. Jack and Chris Pellman, MedNet founders, will both be pursuing new endeavors. The remainder of the MedNet team, including designers, developers and digital marketing specialists, will be joining Advice Media.

"My brother Christian and I are thrilled about the acquisition by Advice Media," said MedNet president and CEO Jack Pellman. "MedNet's historical strength in website design and development will now combine with Advice Media's extensive online marketing services for healthcare practices. Without a doubt, medical and dental providers will now have the broadest choices and finest services when considering a digital agency for their practice."

Since 1998, MedNet Technologies has been designing, managing and marketing websites for healthcare professionals throughout the United States and abroad.

GOOGLE from page 1

ered to their homes.

"It's really only going to be limited by the imagination," Robert Buda, builder development manager at Nest, which offers Internet-enabled hardware, software and services, said of the possibilities available with a gigabit Internet speed. "I think the capabilities of having Google Fiber here in Salt Lake are going to be tremendous and provide a platform for all these incredible offerings we're going to be seeing."

Google announced in March that Salt Lake City would get the faster Internet and TV service. Construction began June 10 and will continue as the company installs 600 to 800 miles of fiber lines underground and on utility poles. Google has said that demand will determine which neighborhoods get the Google Fiber service.

Provo already is a Google Fiber city — Google took over the iProvo city-run network — as well as Kansas City and Austin, Texas. In addition to Salt Lake City, Google Fiber is being constructed in Nashville; Atlanta; and Charlotte and Raleigh-Durham, North Carolina. Currently, gigabit Internet costs \$70 per month, and gigabit combined with TV costs \$120 monthly.

Lee Bienstock, head of national partnerships with the real estate community for Google Fiber, listed several ways that faster speeds likely will affect Salt Lake City residents and businesses. For one, more people will use Wi-Fi to make phone calls. Currently, 41 percent of U.S. homes have no landline; it's 68 percent for people in the millennial generation.

"It is crucial that people are able to make phone calls in their home and we see Wi-Fi being a very good solution to that," he said.

Those speeds also could lead

to lifestyle and industry disruptions similar to how Uber and other companies have affected the taxi industry. For example, tech companies are partnering with retail grocery stores to allow people to order groceries via the Internet and have them delivered to their homes. For apartment developers, that likely will mean they will need to plan for large package storage rooms in or near lobbies, perhaps even with coolers to handle perishable items, before tenants make it home after work.

The speeds also will help the one in five Americans who work from home at least once a week, allowing them to more easily communicate with colleagues, clients and customers. "We think being able to do your work from home is going to be table stakes in the future — it already is — and people need to have that connectivity," Bienstock said.

Also, the speeds will help handle the growing number of Internet-connected devices in a person's home. The number of those devices is expected to double in the next two years, and the typical U.S. home is expected to have 50 connected devices five years from now.

The list of devices could include thermostats, TVs, smoke detectors, speaker systems, security cameras, garage door openers, lighting controls, computers, baby monitors, clothes washers and dryers and other appliances, and even toothbrushes and pill bottles — enabling, for example, a person to know whether an ill grandparent is taking prescribed medications.

For real estate developers, fast Internet speeds are akin to utilities such as water, gas and electricity, said Michael Brodsky, founder, owner and chairman of Hamlet Cos.

"You don't develop a community without being able to provide that in your homes," he said. For people who work from home, "Internet is a major part of life for them. I can't imagine being

in a hotel room or a house where I don't have instant Internet, and it's just something that's as much a part of the house as the toilets are."

Chris Zarek, a partner in Form Development, predicted the older properties could suffer if they do not install the new service. It's also possible that tenants and customers will "push back" on traditional media packages, instead preferring to pay for Internet-enabled offerings.

For renters and students, the faster speed "really resonates," he said.

"When you're specifically targeting projects for the younger demographic, connectivity is a big driving factor on where they choose to live, so being able to tell a prospective renter about the connectivity speeds and have it in the project, is going to be a big part of our pitch," he said.

Young people are willing to spend more for connectivity and move out if it's not available, he said. "Especially with a certain generation — that's just used to being connected, they're used to some sort of [faster] speeds — if they can't get it, it's completely unacceptable," Zarek said.

"Being smart-connected and socially responsible, they have this need for this instant interaction with technology," Buda said. "So, meeting their expectations, meeting their demands, I think is one of the greatest challenges that our real estate group is facing right now."

The public's appetite for speed continues to grow. Brodsky noted that five years ago, his company was providing 10 Mbps speeds in its new buildings and consumers saw that as being lightning-fast. It was later updated to 30 Mbps and people now are asking for 100 Mbps.

"This is a change that we've seen in just the last five or six years," he said. "The speed of change that technology is bringing to us today and over the future is just phenomenal."



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ARTS/ENTERTAINMENT

• **Station Park**, Farmington, has announced the lineup for its free summer concerts, which will take place 7-9 p.m. each Thursday from July 30 through Sept. 3 at Fountain Square. Presented by Pluralsight, the performances include Motown Sounds (from the '50s and '60s) on July 20, Eclipse (a cappella) on Aug. 6, Simply Swinging (a "Sinatra and friends" tribute) on Aug. 13; Caleb Chapman's Crescent Super Band on Aug. 20, The Reflection of Michael (a Michael Jackson tribute) on Aug. 27, and No Limits (top 40 songs) on Sept. 3.

BANKING

• **AmericanWest Bank** has hired **Jeff Neilson** as a vice president and commercial banking relationship manager serving Salt Lake County. He will be based at the bank's South Jordan office. Neilson has more than 30 years of experience in banking, including 15 years in commercial banking.



Jeff Neilson

ENERGY/NATURAL RESOURCES

• **FX Energy Inc.**, Salt Lake City, has announced that its board of directors has declared a quarterly cash dividend payment on the company's 9.25 percent Series B

cumulative convertible preferred stock. The amount is slightly more than 57.8 cents per share. The dividend is payable July 31 to holders of record June 30.

NONPROFITS

• **Peggy Hunt**, a partner in Dorsey & Whitney's Salt Lake City office, has been elected to the board of directors of the **Utah Bar Foundation**. Hunt has been working in bankruptcy and receivership law for more than 25 years and is a fellow in the American College of Bankruptcy. She serves as a Panel Chapter 7 trustee for the District of Utah, and has represented distressed companies, creditors, equity holders and Chapter 11 and 7 trustees in all aspects of the workout, restructuring and liquidating process, including in related litigation. Hunt also serves as lead counsel to trustees and equity receivers appointed in some



Peggy Hunt

of the largest Ponzi and securities fraud cases in Utah.

PHILANTHROPY

• **Newgate Mall**, Ogden, recently awarded \$68,000 to eight schools that collected the most Newgate Mall receipts and points in the mall's "My School's Cool" program. The following high schools were presented cash awards: **Roy**, \$12,000; **Bonneville**, \$10,000; **Weber**, \$7,000; and **Fremont**, \$5,000. The following junior high schools were presented awards: **Mound Fort**, \$12,000; **T.H. Bell**, \$10,000; **Mount Ogden**, \$7,000; and **South Ogden**, \$5,000. The "My School's Cool" program began in 2010 with six schools participating and \$20,000 in prize money. The total cash awarded over the past five years is \$268,000. This year, participation included 11 junior and senior high schools incorporating the Ogden and Weber school districts.

• The **Comcast Foundation** recently honored the 2015 recipients of its annual **Leaders and Achievers Scholarship**. Comcast provided 36 Utah students with \$60,000 in college scholarships through the scholarship program. Ten of the winning students also were given a laptop computer to use at college. A Founder scholarship of \$10,000 was presented to **Isabel Torres** from Rowland Hall. President's scholarships of \$5,000 were presented to **Natalie Lefrandt**, American Fork High School; **Jess Gillman**, Wasatch High School; **Robert Buckley**, Skyline High School; and **Keaton Wall**, Bountiful High School. The foundation was established in 1999 to provide charitable support to local communities and to empower and enrich lives. The scholarship program was launched nationally in 2001. Since then, Comcast has awarded nearly \$22.8 million in scholarships to nearly 23,000 high school students.

• The **Security Service Charitable Foundation** has awarded the **Utah National Guard Charitable Trust** with a \$5,000 contribution to support service men and women needing financial assistance. The trust helps cover costs of transportation and lodging for a spouse or parent to travel to the treatment facility where a National Guard member is receiving care. It also helps cover basic needs for families while a military member is deployed, including happen while they are away. The foundation helps further **Security Service Federal Credit Union's**

corporate goal of community service by contributing to deserving organizations and causes in the credit union's market areas.

RECOGNITIONS

• **Visit Salt Lake (VSL)** recently presented the **Tourism Achievement Award** to the **Bureau of Economic and Business Research (BEBR)**, an applied research center at The Policy Institute in the David Eccles School of Business at the University of Utah. The annual award honors members and community organizations for "outstanding efforts in supporting the mission of Visit Salt Lake and the larger tourism community of Salt Lake County." VSL has contracted with BEBR since 1994 to conduct surveys with the goal of accurately measuring delegate spending for meetings and conventions held in Salt Lake.

Layton and Logan, as well as offices in Idaho and Wyoming. It is an authorized dealer for Ricoh, Canon, Hewlett Packard and Kyocera devices.



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TECHNOLOGY/LIFE SCIENCES

• **Tute Genomics**, Provo, has closed on its Series A1 round of venture capital funding. The company raised over \$3.9 million from a group of investors that included **Intermountain Healthcare**, **Healthbox** and China-based **Tencent**. Tute Genomics said the round moves it "closer to its goal of bringing technology for genome-guided precision medicine to the masses." **Nina Nashif**, founder and chief executive officer of Healthbox, will join the Tute Genomics board on behalf of Intermountain Healthcare.


• **Steton Technology Group**, Salt Lake City, has hired **Gary Bowen** as its new chief financial officer. Bowen has worked in numerous positions in finance and operations management since 1987, most



Gary Bowen


see BRIEFS next page


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RETAIL

• **Valley Office Systems** has hired **Craig Sessions** as the Utah regional manager and is opening its eighth location with the recent expansion into Salt Lake City at 2500 S. Decker Lake Blvd. The company currently has offices in



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BRIEFS

from previous page

recently with GB Leadership & Management Consulting, Amer Sports and Ogio International. As a management consultant at GB Leadership & Management Consulting, Bowen worked primarily with companies and business segments with revenues ranging from \$5 million to \$100 million, helping them develop corporate strategies and goals. Bowen has a bachelor of science degree in finance and an MBA from Brigham Young University.

• **TreeHouse Interactive**, South Jordan, has hired **Philippe Ortodoro** as senior vice president of Europe, the Middle East and



Philippe Ortodoro

Africa (EMEA), and **Ron Hair** as senior director of information technology. Ortodoro has more than 30 years of experience in the sales industry, most recently as vice president of sales at WatchGuard Technologies.



Ron Hair

He also led LandDesk's EMEA business and held leadership positions at FrontRange Solutions and Intel Corp. Hair has more than 30 years of high-tech systems and IT management experience. He previously was director of network operations and IT at Domo. Prior to that, he was the senior director of web and IT operations at Ancestry.com. He also has held various management positions at Cimatrix and Evans & Sutherland Computer Corp.

• **iTOK**, Lehi, has appointed **Ken Saunders** as chief financial officer. Saunders has more than 25 years of global financial management, corporate development and investment



Ken Saunders

management experience with public and privately held companies. Most

recently, he was a senior advisor to SaaS and early-stage technology companies. Prior to this role, he was chief financial officer at Solera Networks and held senior financial positions

during a 10-year tenure with the National Football League, including chief operating officer and chief financial officer of NFL Europe.



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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.

June 30, 8 a.m.-noon

“FLSA Compliance: Avoiding Overtime and Exempt Status Pitfalls,” an Employers Council (EC) event. EC staff attorneys will discuss the latest rule changes regarding the Fair Labor Standards Act about who qualifies for overtime protection. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$139 for EC members, \$209 for nonmembers. Details are at www.ecutah.org/.

July 1, 8:30-10 a.m.

“Morning Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber event. Presenter is Deb Bilbao, business consultant at the chamber’s Women’s Business Center (WBC). Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

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

Monthly Lunch Meeting, a Murray Area Chamber of Commerce event. Speaker is from EMC Thomas Arts. Location is Brio Tuscan Grille, Fashion Place, 6173 S. State St., Murray. Cost is \$14 for members, \$19 for nonmembers. Details are at murraychamber.org.

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

Center of Influence Networking Luncheon, a West Jordan Chamber of Commerce event. Location is Black Bear Diner, 7238 Plaza Center Drive, West Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at westjordanchamber.com.

July 7-11

86th LULAC (League of United Latin American Citizens) National Convention, featuring discussions about the most pressing issues for the Latino community. The convention hosts the Federal Training Institute (FTI), a career development program for government employees, July 8-10. This year, the FTI will also host workshops for job seekers looking for opportunities in the federal government. Event also features an exposition, housing counseling and financial workshops. Location is Salt Palace Convention Center, 100 S. West

Temple, Salt Lake City. All events except meal functions are free and open to the public. Details are at www.lulac.org/convention.

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

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Details are at davischamberofcommerce.com.

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

Connect 4 Luncheon, a Sandy Area Chamber of Commerce event. Location is Fratelli Ristorante, 9236 S. Village Shop Drive, Sandy. Cost is \$15 for members, \$20 for guests. Details are at sandychamber.com.

July 8, 3-5 p.m.

“Certify as a Women-Owned Small Business in 60 Minutes,” a Salt Lake Chamber “Business Essentials” event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

July 8, 5-7 p.m.

Business After Hours Mixer, an Ogden Weber Chamber of Commerce event. Location is Ogden Pioneer Stadium, 668 17th St., Ogden. Details are at ogdenweberchamber.com.

July 9, 8 a.m.-noon

“Critical People Management Skills for First-Time Managers,” an Employers Council (EC) event. Location is Bridgerland Applied Technology College, 1301 N. 600 W., Logan. Also being presented at 8 a.m.-noon July 14 at Comfort Suite Hotel 2250 S. 1200 W., Ogden; July 16 at the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City; and July 30 at Hampton Inn & Suites, 851 W. 1250 S., Orem. Cost is \$165 for EC members, \$235 for nonmembers. Details are at ecutah.org.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is Paula Sageser of PCS Creative Services. Location is Anna’s Café, 7711 S. State St., Midvale. Cost is \$14 for members, \$19 for nonmembers. Details are at murraychamber.org.

July 9, 5:30-8 p.m.

Business After Hours, a Sandy Area Chamber of Commerce event. Location is Snowbird, 9320 S. Cliff Lodge Drive, Snowbird. Cost is \$10 (adults-only event). Details are at sandychamber.com.

July 14, 8 a.m.-noon

“Critical People Management Skills for First-Time Managers,” an Employers Council (EC) event. Location is Comfort Suite Hotel 2250 S. 1200 W., Ogden; Also being presented at 8 a.m.-noon July 9 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan. July 16 at the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City; and July 30 at Hampton Inn & Suites, 851 W. 1250 S., Orem. Cost is \$165 for EC members, \$235 for nonmembers. Details are at ecutah.org.

July 14, 8:30-9:30 a.m.

“Leveraging Existing Platforms,” a World Trade Center Utah “10 Tips Seminar.” Event will feature information about reaching retail customers through existing online commerce platforms. Location is the World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Details are at wtcutah.com.

July 14, 5:30-7 p.m.

Informational Workshop about the Susie Hulet Community Solar program, a Weber State University event. Designed for homeowners in Davis, Morgan or Weber counties interested in solar power. Location is the Davis Applied Technology College, Northfront Business Resource Center conference room, 450 Simmons Way, Kaysville.

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

“Affordable Care Act: Benefits Symposium Meeting 3,” an Employers Council (EC) event. Sibyl Bogardus, attorney and chief compliance officer for HUB International Insurance Services, will discuss key components of the ACA and provide an update on the latest proposed changes. Location is the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at ecutah.org.

July 15, 3:30-5 p.m.

“Afternoon Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber event.

Presenter is Deb Bilbao, business consultant at the chamber’s Women’s Business Center (WBC). Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

July 16, 8 a.m.-noon

“Critical People Management Skills for First-Time Managers,” an Employers Council (EC) event. Location is the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City.. Also being presented at 8 a.m.-noon July 9 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan; July 14 at Comfort Suite Hotel 2250 S. 1200 W., Ogden; and July 30 at Hampton Inn & Suites, 851 W. 1250 S., Orem. Cost is \$165 for EC members, \$235 for nonmembers. Details are at ecutah.org.

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

“Dynamic Communication,” a Salt Lake Chamber “Business Essentials” event. Presenters are from G&A Partners, a professional employer organization. Location is the Salt Lake Chamber, Meeting Room B&C, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10 for members logging in through the website, \$15 for nonmembers. Details are at slchamber.com.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is Beth Strathman of Firebrand Consult. Location is Anna’s Café, 7711 S. State St., Midvale. Cost is \$14 for members, \$19 for nonmembers. Details are at murraychamber.org.

July 21, 7:30-9 a.m.

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Speaker Lee Lewis, regional sales manager at AmeriBen, will discuss “Unfair Advantage: How Innovative Employers are Winning in the Game of Healthcare.” Location is 9350 S. 150 E., ninth floor, Sandy. Details are at sandychamber.com.

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

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Details are at davischamberofcommerce.com.

July 22, 4-5 p.m.

“The CEO Who Also Buys The Toilet Paper: Managing Multiple Roles,” a Salt Lake Chamber “Business Essentials” event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker to be announced. Location is Anna’s Café, 7711 S. State St., Midvale. Cost is \$14 for members, \$19 for nonmembers. Details are at murraychamber.org.

July 28, 11:15 a.m.-1:15 a.m.

Women in Business Luncheon, an Ogden Weber Chamber of Commerce event. Location is Hub 801 Event Center, 3525 Riverdale Road, Ogden. Details are at www.ogdenweberchamber.com.

July 30, 7:15 a.m.-noon

Fifth Annual Small Business Nine-Hole Golf Tournament, a Salt Lake Chamber event. Shotgun start is at 8 a.m. Brunch follows at 10 a.m. or conclusion of play at the home of Lane Beattie, chamber president and chief executive officer. Location is Lakeside Golf Course, 1201 N. 1100 W., West Bountiful. Cost is \$45, or \$20 for brunch only. Sponsorships are available. Details are at slchamber.com.

July 30, 8 a.m.-noon

“Critical People Management Skills for First-Time Managers,” an Employers Council (EC) event. Location is Hampton Inn & Suites, 851 W. 1250 S., Orem. Also being presented at 8 a.m.-noon July 9 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan; July 14 at Comfort Suite Hotel 2250 S. 1200 W., Ogden; and July 16 at the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City. Cost is \$165 for EC members, \$235 for nonmembers. Details are at ecutah.org.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Topic is business preparedness. Location is Anna’s Café, 7711 S. State St., Midvale. Cost is \$14 for members, \$19 for nonmembers. Details are at murraychamber.org.

SkyWest buys eight more Embraer jets

SkyWest Inc., based in St. George has announced the purchase of eight Embraer E175 jets. The aircraft will be flown by SkyWest Airlines under a capacity purchase agreement (CPA) with Alaska Airlines. The value of the contract is estimated at \$355 million based on Embraer's 2015 list prices. The announcement was made at the Paris Air Show.

This is the second agreement between SkyWest and Alaska Airlines involving the E175. In November 2014, the two companies signed a CPA for seven aircraft of the same model. The first airplane in Alaska Airlines' livery enters service in July.

"We welcome this latest order confirmation from our longstanding customer," said Paulo Cesar Silva, president and CEO of Embraer Commercial Aviation. "For almost 30 years, SkyWest has operated Embraer aircraft and their performance and reliability has helped build the carrier's sterling reputation. I know that SkyWest and Alaska Airlines will appreciate the E175 for its excellent economics, as will their customers for the spaciousness of the cabin."

These eight new aircraft are part of SkyWest's previous order for 100 (40 firm and 60 re-confirmable) E175 current-generation E-Jets — with an additional 100 options — placed in May 2013. The E175s for Alaska Airlines will be configured with 76 seats and include 12 first-class seats. Delivery for the additional eight E-Jets is scheduled for 2016.

"We are pleased to secure additional Embraer aircraft to fly in partnership with Alaska Airlines," said SkyWest president Chip Childs. "We appreciate our long-standing relationship with Embraer and continue to be impressed with the E175 product."

SkyWest is the largest regional airline group in the world and is the parent company of SkyWest Airlines and ExpressJet Airlines. Both companies have long histories with Embraer and were early customers for the Embraer EMB 120 Brasilia turboprop aircraft. In a separate deal with Embraer announced in June of 2013, SkyWest became the launch customer for the E175-E2, ordering 100 aircraft with 100 additional options. Deliveries begin in 2020.

CALENDAR

from page 9

Aug. 6, 8 a.m.-noon

"LGBT Rights in the Workplace," an Employers Council (EC) event focused on recent developments at the federal and state levels on sexual orientation/gender identity issues. Speakers include Bob Coursey, Employers Council attorney; Sherrie Hayashi, commissioner of the Utah Labor Commission; and Diane Thompson, attorney with Ballard Spahr. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$139 for EC members, \$209 for nonmembers. Details are at ecutah.org.

Aug. 12, 8-10 a.m.

"Documentation Fundamentals," an Employers Council (EC) event focused on documentation skills for human resources professionals and company leaders. Location is the Employers Council, 175 W. 200 S., No. 2005, Salt Lake City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at ecutah.org.

Aug. 12, 8:30-9:30 a.m.

"Grow As You Go," a World Trade Center Utah "10 Tips Seminar." Event will feature information about using trade shows and trade missions to explore markets, test demand and meet potential partners. Location is the World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Details are at wtcutah.com.

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

Joint Luncheon of the Utah Technology Council (UTC), MountainWest Capital Network (MWCN) and the Wayne Brown Institute (WBI). Bryan Ritchie, executive director of technology and venture commercialization and associate vice president for research commercialization at the University of Utah, will discuss "Trends and Opportunities to Commercialize University Technologies." Location is Thanksgiving Point, Garden Room, 3900 N. Garden Drive, Lehi. Cost is \$45. Details are at utahtech.org.

Aug. 26, 8 a.m.-1:30 p.m.

Utah Global Forum. Event will feature a dialogue about how businesses can

expand beyond local borders and develop a strategy of expansion into the global marketplace through importing opportunities and service exports. A special focus will be on foreign direct investment (FDI) into Utah. Keynote speaker is U.S. Sen. Jeff Flake of Arizona, who serves as a member of the subcommittees on East Asian and Pacific Affairs, European Affairs, International Development and Foreign Assistance, Economic Affairs, and International Environmental Protection and Peace Corps. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Early-bird registration (by July 1) cost is \$75. Details are at utahglobalforum.com.

Aug. 26, 10 a.m.-2:30 p.m.

Business Expo, a Sandy Area Chamber of Commerce event. Location is South Towne Expo Center, 9575 S. State St., Sandy. Booths are \$50 for chamber members, with the reservation deadline being Aug. 12 (cost is \$75 thereafter). Details are available by contacting Leesha Francis at (801) 727-4503 or leesha@sandychamber.com.

Aug. 27, 8:30 a.m.

2015 ACG Golf Tournament, an ACG (Association for Corporate Growth) Utah event. Event begins with 7:30 a.m. breakfast and registration, followed by an 8:30 a.m. shotgun start. Lunch and awards following play. Location is Eaglewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers, \$1,000 for foursomes. Sponsorship opportunities are available. Details are available by contacting Linda Blake at linda@acgutah.org.

Sept. 10, 7 a.m.-4 p.m.

2015 Uinta Basin Energy Summit. Location is the Uintah Conference Center, 313 W. 200 S., Vernal. Registration is available at <http://bit.ly/UBES2015>.

Sept. 29-Oct. 1

PERS Summit 2015, a Personal Emergency Response System industry event hosted by AvantGuard Monitoring Centers. Open to all independent PERS dealers. Keynote speaker is former BYU and NFL quarterback Steve Young. Location is Chateaux Deer Valley Resort, Park City. Details are at www.perssummit.com.

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Becoming referable is a matter of earning it, not just asking

A good friend gave me a book about building your business through referrals. The author believes: "The best marketing strategy is to be referable." He is correct. He writes: "Referability means that your very best clients and customers are continually cloning themselves — continually introducing you to those like themselves or better than themselves."



Well, kind of — but not really clear.

According to the author, your referability depends upon four habits:

1. Show up on time.
2. Do what you say.
3. Finish what you start.
4. Say "please" and "thank you."

Eh, no. Could being referable be that simple? The author asserts that these four habits convey respect and appreciation toward the customer. He says if you're arrogant or erratic, you won't be referred, no matter how talented or charming you are. He says if you're not getting enough referrals, cultivate the

four habits. He is partially right. Very partially.

I say his four elements don't create referability — his four elements are a GIVEN in any business relationship. To be referable, you have to go WAY BEYOND showing up on time and delivering what you promise.

Those habits may have worked in 1955 when "Happy Days" was in full swing, but becoming referable and earning referrals in today's times (unhappy days) are far more complex.

In my experience, I have found that a referral is earned, not asked for. When you ask for one, you immediately put your relationship in an awkward position, especially if the customer is reluctant to give you one, and you keep pestering him or her.

Here's why: The one-word definition of referral is "risk."

When someone gives you a referral, it means they are willing to risk their relationship with the referred person or company. They have enough trust and faith in

you to perform in an exemplary manner and not jeopardize their existing friendship or business relationship.

Once you understand the definition of a referral and realize how delicate, yet powerful, it is, you at once realize why you get them (or not) and that you must become risk-free in order to earn them.

Referrals are awkward to ask for and often create discomfort on the part of the customer.

Here are the elements that breed proactive referrals:

1. Be likeable. This is the first prerequisite. Without a friendly relationship, there is no need to go further.

2. Be reliable. The company, the product, the service AND you must be "best" and "there when needed."

3. The customer considers you an expert in your field. To be referable, you must have an expertise that breeds customer confidence.

4. They trust you. The customer is CERTAIN that you will do everything in the referred party's best interest — like you have with them.

5. You have a track record

of performance. You have already done the same thing with the customer and they're comfortable that you can repeat the performance.

5.5. They consider you valuable — a resource, not a salesman. Not just, "Do what you say." There's no real value there. I mean, provide value to the customer beyond your product and service. Value beyond the sale. Helping the customer to profit more, produce more or some other form of value, either attached to your product or not. Not value in terms of you, value in terms of the customer. Referable value.

And there are telltale signs — clues that you "qualify" for a referral:

REFERRAL CLUE: Your phone calls are returned. This means there was a purpose, a value or a friendship reason. Returned calls connote respect for who you are.

REFERRAL CLUE: You get reorders. This means they WANT to do business with you, and they LIKE to do business with you.

REFERRAL CLUE: There are no problems with service

issues. Your interactions are smooth and your execution is flawless.

REFERRAL CLUE: They accept your lunch invitation — and the conversation is more personal than business.

Here's the secret: If the one-word definition of referral is "risk," then you must be risk-free — or at least risk-tolerable.

Here's the strategy that will work 100 percent of the time: Give your customer a referral FIRST. It will not only blow them away, they will become an advocate on your referral team.

Here's the report card: The referral you got turned into a sale.

If you want more information on the value of a referral, go to www.gitomer.com, register if you're a first-time visitor and enter REFERRAL in the GitBit box.

Jeffrey Gitomer is the author of 12 best-selling books, including *The Sales Bible*, *The Little Red Book of Selling*, *The Little Gold Book of Yes! Attitude*, and *21.5 Unbreakable Laws of Selling*.

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Opinion

Nothing in Hillary's history that qualifies her for inevitable nomination

There are no sure things in politics, but Hillary Clinton is the closest thing to a sure thing to become the Democrats' candidate for president in 2016.

This is one of the painful, but inescapable, signs of our time. There is nothing in her history that would qualify her for the presidency — and much that should disqualify her. What is even more painful is that none of that matters politically. Many people simply want “a woman” to be president, and Hillary is the best-known woman in politics, though by no means the best qualified.

What is Hillary's history? In the most important job she has ever held — secretary of state — American foreign policy has had one setback after another — punctuated by disasters.

U.S. intervention in Libya and Egypt, undermining governments that were no threat to American interests, led to Islamic extremists taking over in Egypt and terrorist chaos in Libya, where the American ambassador was killed along with three other Americans.

Fortunately, the Egyptian military has gotten rid of that country's extremist government that was persecuting Christians,

threatening Israel and aligning itself with our enemies. But that was in spite of American foreign policy.

In Europe, as in the Middle East, our foreign policy during Hillary Clinton's tenure as secretary of state was to undermine our friends and cater to our enemies.

The famous “reset” in our foreign policy with Russia began with the Obama administration reneging on a pre-existing American commitment to supply defensive technology to shield Poland and the Czech Republic from missile attacks. This left both countries vulnerable to pressures and threats from Russia — and left other countries elsewhere wondering how much they could rely on American promises.

Even after Russia invaded Ukraine, the Obama administration refused to let the Ukrainians have weapons with which to defend themselves. This was especially ironic since Barack Obama, when he was in the Senate, was one of those urging Ukraine to not only give up the nuclear weapons it had inherited from its days as a member of the Soviet Union, but to also reduce conventional military arms.

Pres. Obama, like other presidents, has

made his own foreign policy. But Hillary Clinton, like other secretaries of state, had the option of resigning if she did not agree with it. In reality, she shared the same flawed vision of the world as Obama when they were both in the Senate.

Both of them opposed the military “surge” in Iraq, under Gen. David Petraeus, that defeated the terrorists there. Even after the surge succeeded, Hillary Clinton was among those who fiercely denied initially that it had succeeded and sought to discredit Gen. Petraeus, though eventually the evidence of the surge's success became undeniable, even among those who had opposed it.

The truly historic catastrophe of American foreign policy — not only failing to stop Iran from going nuclear, but making it more difficult for Israel to stop them — was also something that happened on Hillary Clinton's watch as secretary of state.

What the administration's protracted and repeatedly extended negotiations with Iran accomplished was to allow Iran time to multiply, bury and reinforce its nuclear facilities to the point where it was uncertain whether Israel still had the military capacity to destroy those facilities.

There are no offsetting foreign policy triumphs under Secretary of State Clinton. Syria, China and North Korea are other scenes of similar setbacks.

The fact that many people are still prepared to vote for Hillary Clinton to be president of the United States, in times made incredibly dangerous by the foreign policy disasters on her watch as secretary of state, raises painful questions about this country.

A president of the United States — any president — has the lives of more than 300 million Americans in his or her hands, and the future of Western civilization. If the debacles and disasters of the Obama administration have still not demonstrated the irresponsibility of choosing a president on the basis of demographic characteristics, it is hard to imagine what could.

With our enemies around the world arming while we are disarming, such self-indulgent choices for president can leave our children and grandchildren a future that will be grim, if not catastrophic.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University. His website is www.tsowell.com.

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THOMAS SOWELL

Pope's encyclical sounds a welcome warning on climate change issues

I am an optimist, both by temperament and observation. But I maintain my hopeful outlook partly because I know that less optimistic people will regularly see problems and challenges and sound the alarms — to which we will respond. Pope Francis has issued just such a warning with his encyclical on the environment.

The document is eloquent and intelligent, especially in its handling of science. “Most global warming in recent decades is due to the great concentration of greenhouse gases (carbon dioxide, methane, nitrogen oxides and others) released mainly as a result of human activity,” it says. “Concentrated in the atmosphere, these gases do not allow the warmth of the sun's rays reflected by the earth to be dispersed in space.” That is as lucid a two-sentence description of the mechanism of global warming as I have read.

The encyclical is gloomy. But in fact, there are remarkable changes taking place that could put the planet on a much more sustainable path. You get a sense of them if you read another important report that was issued last week — to much less fanfare than the pope's missive — the International Energy Agency's special report on energy and climate change.

The report points out that in 2014, the global economy grew at 3 percent but energy-related carbon dioxide emissions stayed flat, the first time this has happened

in 40 years. In that same year, renewables accounted for nearly half of all new power generation and the energy intensity of the global economy dropped by twice as much as it has on average annually over the past decade. With concerted action, we could actually push global emissions downward in the next few years.

How? Well, there is an ongoing revolution taking place in energy technology. Natural gas has replaced coal in many places. The cost of solar cells has plummeted, leading to their widespread use. Cars, buildings and machines are becoming much more energy efficient. And over the horizon, one can see progress in batteries, nuclear power and biofuels, which could collectively produce a new energy ecosystem.

But innovation alone isn't what is spurring progress, and it won't be enough. We need a revolution in public policy as well. Fred Krupp, head of the Environmental Defense Fund, points out that most of the improvements that have been made in technology and efficiency would not have happened without rules and laws. And a series of smart policies — that are not very costly or disruptive — could dramatically accelerate the shift to a cleaner economy.

First, stop doing harm. Even Bjorn Lomborg, the skeptic about many efforts to tackle global warming, argues for a reduction in the massive, market-distorting subsidies for fossil fuels. The IEA estimates that in 2014, these subsidies globally

amounted to \$510 billion, about four times those provided to renewable energy.

“We still have a long way to go on energy efficiency,” Krupp notes. “Buildings waste 30 percent of their energy. And a dollar spent in this area usually yields two to three dollars in energy savings in return.” He argues that solar power could become far more widespread if governments were not as beholden to utility companies and their phalanx of lobbyists.

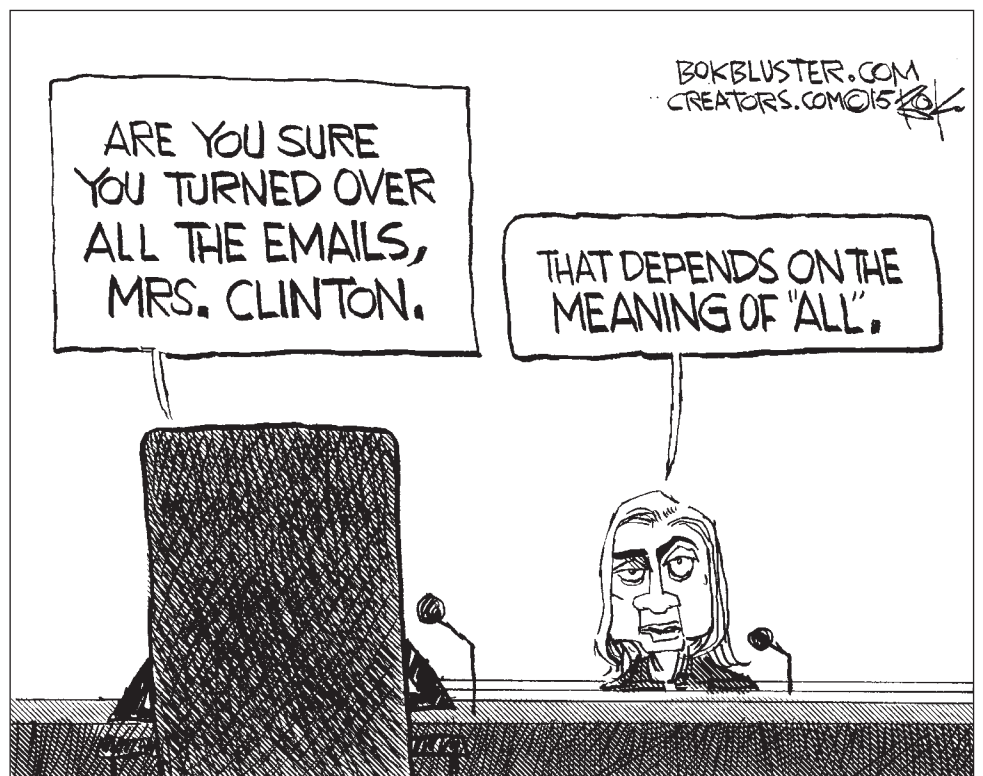
“There are lots of non-market barriers to renewables, placed at the behest of the established players,” he said.

Natural gas is better than coal, but its production, transport and use release significant amounts of methane, which has much worse effects on the climate than carbon dioxide. The good news is

see ZAKARIA page 15



FAREED ZAKARIA



Opinion

The psychology of saving: Having the right outlook to build wealth

Why do some households save more than others? Building household savings may depend not only on cash flow, but also on psychology. With the right outlook, saving becomes a commitment. With a less positive outlook, it becomes a task — and tasks and chores are often postponed.

Financially speaking, saving is winning. Sometimes that lesson is lost, however. To some people, saving feels like losing — “losing” money that could be spent. So assert Ellen Rogin and Lisa Kueng, authors of a recently published book titled *Picture Your Prosperity: Smart Money Moves to Turn Your Vision into Reality*. They cite a perceptual difference. If people are asked if they can save 20 percent of their income, the answer may be a resounding “no.” But if they are asked if they can live on 80 percent of their income, that may seem reasonable.



MARK LUND

There may be a gap between perception and behavior. Since 2001, Gallup has asked Americans a poll question: “Thinking about money for a moment, are you the type of person who more enjoys spending money or more enjoys saving money?” While more respondents have chosen “saving money” over “spending money” in every year the poll has been conducted, the difference in the responses didn’t exceed 5 percent from 2001-06. It hit 9 percent in 2009 and has been 18 percent or greater ever since. In 2014, 62 percent of respondents indicated they preferred to save instead of spend, with only 34 percent of respondents preferring spending.

So are we a nation of good savers? Not to the degree that these poll results might suggest. The most recently available Commerce Department data (January 2015) shows the average personal savings rate at

5.5 percent — a percentage point higher than two years ago, but subpar historically. During the 1970s, the personal savings rate averaged 11.8 percent and in the 1990s, it averaged 6.7 percent.

What reminders or actions might help people save more? Automated retirement plan contributions can assist the growth of savings and are a means of paying oneself first. There is the envelope system, wherein a household divides its paycheck into figurative (or literal) envelopes, assigning X dollars per month to different packets representing different budget categories. When the envelopes are empty, you can spend no more. The psychology is never to empty the envelopes, of course — leaving a little aside each month that can be saved. Households take an incremental approach: They start by saving one or two cents of every dollar they make, then gradually increase that percentage, household expenses permitting.

Frugality may help as well. A decision

to live on 70 percent or 80 percent of household income frees up some dollars for saving. Another route to building a nest egg is to invest (or at least save) the accumulated consumer savings you realize at the mall, the supermarket, the recycling center — even pocket change amassed over time.

How many households budget like businesses? Perhaps more should. A business owner, manager or executive may realize savings through this approach. Take it line item by line item: Pending \$20 less each week at the supermarket translates to \$1,040 saved annually.

Working with a financial planner may encourage greater savings. A 2014 study on workplace retirement plan participation from Natixis Global Asset Management had a couple of details affirming this. While employees who chose to go without input from a financial planner contributed

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LUND*from page 13*

an average of 7.8 percent of their incomes to their retirement plan accounts, employees who sought such input contributed an average of 9.5 percent. The study also learned that 74 percent of the employees who had turned to a financial planner understood how much money their accounts needed to amass for retirement, compared to 54 percent of employees not seeking such help.

Saving money should make anyone feel great. It means effectively “paying yourself” or at least building up cash on hand. A household with a save-first financial approach may find itself making progress toward near-term and long-term money goals.

Mark Lund is the author of *The Effective Investor* and provides 401(k) consulting for small businesses and investment advisory services for individuals through Stonecreek Wealth Advisors Inc.

ZAKARIA*from page 12*

that serious studies have found that these emissions could be reduced relatively cheaply with new regulations. Pres. Obama has called for nearly halving oil and gas methane emissions from 2012 levels by 2025. Krupp points out that if the same is done globally, that would have the same impact on the climate over the next 20 years as would shutting down 1,000 coal-fired power plants.

The smartest new policy would be the simplest, and one supported by many die-hard free marketeers, like the Reaganite Republican, former Treasury Secretary George Shultz: a carbon tax — effectively putting a price on greenhouse gas emissions to encourage companies to adopt cleaner technologies. This seems impossible to imagine — yet earlier this month, several major oil companies in Europe came out in favor of a price on carbon, whether through a tax or an emissions trading system as those used in California and Europe.

Technology and policy innovations are happening — just not on the scale that they need to. That's why the pope's warnings are so useful and important — even to an optimist like me.

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

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CPI*from page 1*

Increases in housing prices in May were driven primarily by higher rates for hotel and motel rooms. Prices typically fluctuate based on demand. The beginning of the summer season created a surge in demand for hotel rooms as families began their summer travels. While hotel prices drove the increase, apartment rent also increased in May. Bedding and appliance prices ticked up slightly while maintenance prices dropped.

Food at home prices dropped primarily as a result of lower prices for seafood, apples and shelf items. Several monitored items registered with higher prices, but those increases were not high enough to cancel out the items that decreased significantly. Higher-priced items in May included bell peppers, cucumbers, citrus fruits, tomatoes, beef and poultry. The bird flu outbreak in the Midwest has had a slight inflationary effect on poultry and egg prices, but not as much as expected. The spread of the disease has ebbed, but experts expect supply to continue to be an issue, particularly in the Midwest.

“Lower food prices this month means extra cash in many consumers' pocketbooks,” said Scott Anderson, Zions Bank president and CEO. “Steadying gasoline prices will also augment consumers' spending options heading into the summer season.”

Transportation prices declined for the first time in three months as vehicle prices, rentals, maintenance and car insurance decreased in price. The index decreased 0.6 percent from April to May. Gasoline prices, which have driven the increase in the transportation price index, continued to increase in May, but those increases have been gradual the past few weeks. Gasoline prices in Utah are currently about \$3.04 per gallon, higher than the national average of \$2.80 per gallon. Crude oil futures, which have largely impacted gasoline prices, have fluctuated between \$62 and \$69 per barrel through the month of May and into June. Brent Crude Oil, the international oil price benchmark, currently sits at approximately \$64 per barrel.

Education and communication prices inched up 0.1 percent in May. As the school year ended, schools published their tuition prices for next school year, which explains part of the increase. Additionally, telephone prices, personal computers and Internet prices also slightly increased from April to May.

Medical care prices dropped 0.3 percent in May as prescription and nonprescription drugs became slightly less expensive. Medical care services and hospital and related services increased in price

but only marginally. Recreation prices dropped 0.1 percent while clothing prices inched upward 0.1 percent. Food away from home prices did not change from April to May.

Analysis and data collection for the Zions Bank CPI and the Zions Bank Consumer Attitude Index are provided by the Cicero Group, a market research firm based in Salt Lake City.

MISSION*from page 1*

ports more goods to the European Union than it does to China, Japan, Korea and India combined. In addition to that, the EU generates 20 percent of overall international tourism spending in the state. Outside of economics, more than 80 percent of the Utah ethnic makeup is of European descent.

The state has honorary consuls for each of the mission's five countries and has eight “sister city” relations with European cities and one “sister state” agreement with Saarland, Germany. The Saarland's economic development agency (gwSaar) also serves as the state's trade representative in Europe, primarily to drive EU investment into Utah.

The mission began with a direct flight from Salt Lake City to Amsterdam and included activities in the Netherlands, Belgium, Luxembourg, Germany and France. The activities included meetings with ambassadors, mayors, ministers, and educational and business leaders, with the goals of boosting tourism, education and business opportunities for groups on all sides.

For example, while in Amsterdam, the Utah delegation visited Impact Hub Amsterdam to explore opportunities for increased collaboration between Salt Lake City and Amsterdam.

While in Brussels, Belgium, Herbert and mission delegates met with multiple European Union leaders to discuss

how to improve trade between Europe and the United States. Topics discussed in the meetings ranged from individual industry relationships to the Transatlantic Trade and Investment Partnership (TTIP) negotiations. A following meeting with the EU vice president focused on building private sector investment.

“Building personal ties between countries leads to increased economic development,” Herbert said. “It also leads to something more important, which is the peace and prosperity for all involved that comes from the creation of opportunity and that is the basis of mutually beneficial export relationships.”

Following the meeting with the EU vice president, Derek Miller, World Trade Center Utah president and CEO, expressed satisfaction that doors had been opened for expanded trade with Europe for Utah businesses.

“The most important distance in international business is the last three feet, because it is always more successful to do business with people you know and trust,” he said. “The EU is our country's longest-standing trading partner and the Transatlantic Trade and Investment Partnership gives the U.S. the opportunity to strengthen its existing relationship with the EU, which means more business growth for Utah companies.”

“The EU continues to provide significant opportunities for the state,” said Brett Heimburger, director of the GOED International Trade and Diplomacy Office

(ITDO), which organizes trade missions. “The region is really the No. 1 source of investment into Utah. As our economy continues to grow and attract capital from around the world, our relationship with Europe will continue to expand.”

The trade mission concluded with the International Paris Air Show, featuring exhibits from multiple companies with offices or headquarters in Utah, including Boeing, Kaddas, IMSAR and SyberJet.

“Our message about Utah's vibrant aerospace industry was well-received at the Paris Air Show,” Herbert said. “We contribute in composite fiber manufacturing and corporate aircraft construction — including contributions to the largest commercial aircraft on the market. Utah is recognized worldwide for filling a critical part of the aerospace industry, and we want to grow in this exciting field.”

Utah companies, universities and organizations that participated in the trade mission are World Trade Center Utah, University of Utah, Jacobson Law, doTerra, Salt Lake Chamber, Zions Bank, Tycon Systems, Utah Technology Council, Economic Development Corporation of Utah, Brog's Product Development, Utah Science Technology and Research agency, Thanksgiving Point, Deseret Management Corp., Deseret Digital Media, Utah State University, Western Leisure, inWhatLanguage, Arvo, Impact Hub Salt Lake and Vivint.



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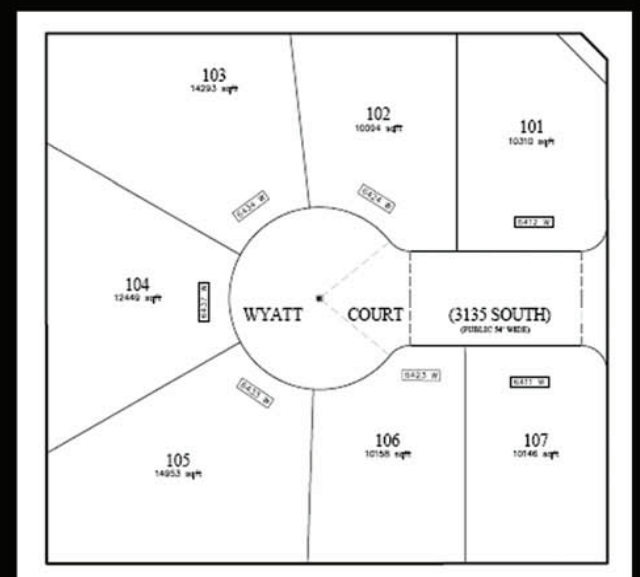
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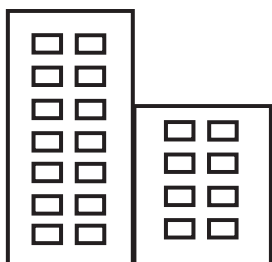
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Pictured from left to right: Colby Lilly and Tim Gardner, maintenance department with Moab Valley Inn, Debra Dull, customer and community manager, Rocky Mountain Power and Dave Seibert, maintenance supervisor, Moab Valley Inn.