

OF NOTE



Martha sells her empire

Sequential Brands Group has made a cash purchase of Martha Stewart Living for \$353 million, less than a quarter of what the company was once worth. Stewart will remain as chief creative officer, actively engaged in her namesake's operation. But she will oversee a staff of only 270, down from more than 600 in 2012.

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Export opportunities are focus of August Global Forum in Salt Lake

The Utah Global Forum, designed to arm attendees with the knowledge and tools to look beyond state — and national — borders for business opportunities has been announced for Aug. 26 in Salt Lake City.

“The Utah Global Forum is our state’s premier international business event,” said Derek B. Miller, World Trade Center Utah president and CEO. “Our goal with this year’s program is to bring in experts from across several industries to help Utah companies seize exporting opportunities and overcome potential challenges.”

The Utah Global Forum will focus on four key components of exporting successfully: marketing in foreign countries, global supply chain, cyber security and international finance strategies. Each topic will be highlighted in an engaging, fast-paced presentation, after which attendees will be able to go to an in-depth breakout

session about the subject they found most interesting.

The forum keynote speaker will be Arizona Sen. Jeff Flake. Flake has a deep background in the policies that are driving today’s economy. Prior to his election to the U.S. Senate, he served in the U.S. House of Representatives. He will draw upon his wealth of experience and his current seat on the Senate Foreign Relations Committee to deliver a keynote address to attendees focused on current world affairs and why what happens on the other side of the globe matters here in the U.S.

“The learning and networking opportunities at the Utah Global Forum are invaluable to Utah businesses in a variety of industries,” said Val Hale, executive director of the Governor’s Office of Economic

see GLOBAL pg. 5

Utahns' outlook on economy still optimistic

Wasatch Front consumers continue to have a positive outlook on the current economic situation in the state but their outlook is slightly less rosy about the next six months. The Zions Bank Utah Consumer Attitude Index (CAI) increased 0.4 points to 111.8 in June. The CAI currently sits 13.6 points higher than its level 12 months ago.

The national Consumer Confidence Index increased 6.8 points from May to June and currently sits at 101.4.

The Present Situation Index (PSI), the sub-index of the CAI that measures how consumers feel about current economic conditions, has broken its record-high levels consistently over the past eight months. June was no exception. Consumer confidence in the present situation of the economy is high, and currently sits at 120.9 points, up 2.7 points from May. The PSI is based on consumers’ attitudes about current business conditions and job availability. Utah has some of the most business-friendly policies in the nation, which may be why 57 percent of consumers in June — up from 55 percent last month — rank business conditions as good. Simultaneously, only 3 percent of Utahns assess general business conditions as bad, down from 5 percent in May. Perceptions that job availability is plentiful declined slightly, from 47 percent to 46 percent, but these attitudes are still historically high. The PSI in June registered 18.9 points higher than its level 12 months ago.

“Another month marked by improvement in consumer attitudes emphasizes Utah’s strong and growing economy,” said Scott Anderson, president and CEO of Zions Bank. “Attitudes have been consistently high and Utah continues to set the economic standard for the rest of the nation, a standard that continues to bring even more business and job opportunities to the state.”

Expectations for the future are slightly less optimistic than in May. The Expectations Index, the sub-index of the CAI that measures what consumers anticipate economic conditions six months from

see CAI pg. 18

Wasatch Front firearms shops report sales up

Sheena Steedman
The Enterprise

Utah gun dealers continue to see increases in sales while dealing with revolving political winds concerning firearms. In some cases, dealers reported that sales go up because of the threat of laws restricting the ownership of guns.

“The biggest dynamic is politics. Democrats help gun sales because they always want to ban them. It gets people worried,” said Denny Wanlass, owner of Red Dot Firearms, located at 990 W. Hill Field Road in Layton. Wanlass said that his business increased this past year, adding, “As I was a new business in 2013, business grew as people learned about my existence.”

The store has five employees and was founded in late 2012, opening its



A shooter practices with targets in the indoor range at Doug's Shoot'n Sports in Taylorsville. Firearms dealers in Utah are reporting steady sales.

doors in May 2013. As far as expansion in the near future, Wanlass said, “I am still getting established and have no plans to expand at this time.”

see FIREARMS pg. 18



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Park City's Backcountry.com sold to TSG

TSG Consumer Partners LLC (TSG), a San Francisco-based strategic equity investor, has acquired Backcountry.com LLC, an online specialty retailer of outdoor gear and apparel based in Park City. TSG purchased Backcountry from Liberty Interactive Corp. in a deal for which the terms were not disclosed.

Backcountry founder Jim Holland will continue to own a stake in the company following the transaction.

Founded in Park City in 1996, Backcountry provides premium outdoor gear and apparel and has grown tremendously over the last 20 years through its strong portfolio of websites, including its flagship Backcountry brand as well as Competitive Cyclist, MotoSport, Bergfreunde, Steep&Cheap and Whiskey Militia.

Jamie O'Hara, president of TSG, said, "Backcountry is the online destination for outdoor enthusiasts and the core consumer is highly loyal to the site and the brand. TSG is excited to partner with a company with such a strong brand heritage and authenticity."

"Backcountry's proven, execution-oriented management

team, robust e-commerce platform and deep merchandising and marketing expertise fit right into TSG's wheelhouse," said Jennifer Baxter Moser, managing director of TSG. "As the outdoor market continues to expand, TSG is looking forward to working with the Backcountry team to harness the company's untapped potential to grow and expand its reach to more outdoor enthusiasts worldwide."

Jill Layfield, president and CEO of Backcountry, said, "We are thankful for the support that Liberty has given us during their ownership to allow us to grow and expand Backcountry. We look forward to this next chapter with TSG, a proven brand builder with over 25 years of experience in the consumer industry. We believe TSG represents the ideal partner for Backcountry and we will work with them to continue to improve our offerings and merchandising, optimize our technology platform and enhance our distribution efforts. By combining TSG's expertise with Backcountry's leadership position in the outdoor market, the company will be well-positioned to build on our cur-

rent platform and drive significant growth."

"Backcountry has performed nicely over the past eight years, and its goat logo has come to symbolize authenticity and excellence in the outdoor industry," said Greg Maffei, Liberty president and CEO. "We wish Jill Layfield and the team continued success and will remain loyal customers."

Partnering with TSG, Backcountry will expand into adjacent categories and international markets, as well as enhance marketing and brand building efforts, according to a release announcing the transaction.

Guggenheim Securities LLC served as financial advisor and Sherman & Howard LLC served as legal counsel to Liberty and Backcountry. Ropes & Gray LLP served as legal counsel to TSG.

TSG has approximately \$3 billion in equity capital under management, focused exclusively on the branded consumer sector. Since its founding in 1987, TSG has been an active investor in the food, beverage, restaurant, beauty, personal care, household and apparel and accessories and e-commerce sectors.

Brahma, Hunt Electric partner to develop Vivint solar projects

Salt Lake City-based industrial construction, project management and maintenance company Brahma Group Inc. has partnered with Hunt Electric Inc., an electrical design-build and engineering company, to handle the engineering, procurement and construction of renewable solar energy projects for Vivint Solar of Lehi. The entity will be known as Brahma Hunt.

Vivint, a provider of residential solar energy systems in the United States, recently announced its expansion into the commercial and industrial markets.

Vivint Solar will provide the financing, sales and related services for the new commercial and industrial projects and Brahma Hunt will oversee the construction and engineering of those projects. Brahma Hunt has active solar projects nationwide and expects to efficiently incorporate Vivint's new commercial and industrial work into its existing footprint, according to a release from the company.

"Vivint Solar's partnership with Brahma Hunt will make a significant impact on the existing commercial and industrial market," said Rob Fox, vice president of Brahma. "For months we have worked with Vivint Solar to formulate a plan for mass deployment into this key market space."

"We're excited about our partnership between Brahma Group and Hunt Electric" said Troy Gregory, president of Hunt Electric. "Vivint's approach to partnering with an EPC (engineering, procurement and construction) will provide a consistent and quality product and will create efficient deployment throughout the country. Additionally it will create greater cost-savings and an overall better product for their customers."

Since 2013, Brahma and Hunt have collectively executed commercial and industrial solar projects totaling more than 400 megawatts.

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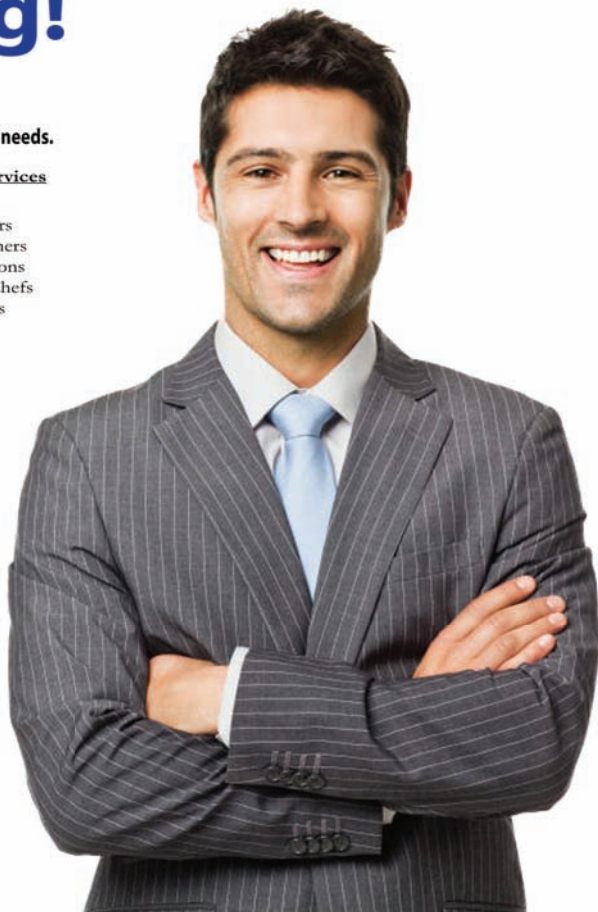
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Young Living switches CEOs

Young Living Essential Oils has announced the promotion of Mary Young as its new chief executive officer. Gary Young has resigned as CEO to pursue other interests.

Mary Young's background in network marketing and her love for the industry make this an exciting opportunity for her, according



Mary Young

to a company release. Mary's experience as a distributor for 10 years and her 20 years as a corporate executive have prepared her for this new opportunity with Young Living, husband Gary Young said.

Gary Young looks forward to continuing his life's work in wellness and having more time to focus on writing books and sharing his extensive knowledge of essential oils with the world. He will also continue to focus his time and energy on his family, and

philanthropic and civic initiatives, including global peace, world health and community giving.

"What started over two decades ago as a personal passion for both Gary and I has grown into a worldwide company committed to transforming the lives of millions," said Mary Young. "Prior to launching Young Living with Gary, I established and grew my own successful direct selling business. This experience has led to a 'member first' mindset for Young Living and continues to shape our culture and policies. My love of the Young Living lifestyle has played a vital role in bringing the mission and benefits of Young Living to the world."

More than 3 million people use Young Living products globally, the company said. Mary Young has been an integral part of this growth. "We have more new products, partnerships and exciting opportunities to pursue than ever before," Mary Young continued.



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SLC home prices continue upward

Salt Lake City home prices, including distressed sales, increased by 5.9 percent in May compared with May 2014, according to a report from CoreLogic, a global property information, analytics and data-enabled services provider. On a month-over-month basis, home prices, including distressed sales, increased by 1.8 percent in May compared with April.

Home prices nationwide, including distressed sales, increased by 6.3 percent in May 2015 compared with May 2014, the CoreLogic Home Price Index (HPI) indicated.

Excluding distressed sales, year-over-year prices in Utah increased by 6.3 percent in May compared with May. On a month-over-month basis, excluding distressed sales, the HPI indicated home prices increased by 1.7 percent in May 2015 compared with April 2015.

Including distressed sales, 10 states and the District of Columbia reached price peaks not experienced since January 1976, when the CoreLogic HPI started.



An artist's rendering shows the arrivals area redevelopment underway at the Salt Lake City International Airport.

Airport rebuild 'a real chess game'

Brice Wallace
The Enterprise

Redevelopment at the Salt Lake City International Airport — underway for a year and continuing through 2022 — is “a real chess game,” according to one of the project’s leaders.

Because the project involves reworking the airport while flights

take place, the work will be done in phases. For example, a new western end of a long main concourse will be completed before the eastern end.

“It’s a real chess game of building, knocking stuff down, building stuff, knocking stuff down and building stuff,” Mike Williams, program manager for the terminal redevelopment program, told a recent gathering of

ULI (Urban Land Institute) Utah.

Although construction began last July, Williams said the installation of temporary roads and relocation of utilities will be noticeable for airport visitors. Design for those components is underway.

“It’s kind of the next phase

see **AIRPORT** pg. 5

Less driving aim of Clean Air Challenge

The Salt Lake Chamber has announced that its seventh annual Clear the Air Challenge began on July 1.

The Clear the Air Challenge is a month-long initiative that encourages Utah residents to drive less and drive smarter during July. Participants help improve

air quality by avoiding trips alone in their cars using alternative modes of getting about such as public transportation.

“The Clear the Air Challenge does much more than clear the air. It unites our community behind a goal that has a lasting economic impact,” said Lane Beattie, president and CEO of the Salt Lake Chamber. “Forward-thinking initiatives, like this one, make Utah the best state to work, play and do business and demonstrate our capability to overcome difficult problems with solutions that bring us together.”

“We’re proud to support the Salt Lake Chamber and its partners in such an important cause,” said Dan Farr, founder and show producer of Salt Lake Comic Con. “Our goal is to help make Utah a better place to live and play and we believe that the Clear the Air Challenge is one of the ways that all Utahns can perform acts of heroism and contribute to a healthier and happier environment.”

“Each of us, individually, can make positive steps toward addressing the problem of poor air quality,” said Salt Lake City Mayor Ralph Becker. “The Clear the Air Challenge has been a

great program for cultivating beneficial commuting habits through a fun competition. With a common goal of cleaning the air, the Challenge brings people together and helps us build more livable and sustainable communities.”

Of the Challenge, Gov. Gary R. Herbert said, “Utahns recognize the air quality challenges presented by our unique topography and they are looking for ways they can make a difference. The Clear the Air Challenge has encouraged thousands of Utahns to evaluate their transportation choices and I encourage businesses and individuals to see what a difference they can make.”

In 2014, almost 7,000 people participated in the month-long Challenge. The majority of those individuals joined through teams their employers organized. Collectively, participants saved 143,353 trips; 2,249,613 million miles and 668 tons of emissions, according to the chamber.

Partners of the chamber for the Challenge include TravelWise, UCAIR, Penna Powers, Intermountain Healthcare, Fidelity Investments, Rio Tinto and Salt Lake Comic Con.

Oops!

A story and accompanying photo in the June 22-28 issue about engineering firms contained information that was either incorrect or incomplete. Gabriel Kramer, quoted in the story, is a man. His gender was incorrect in the story. His company, Envision Engineering, does not own or manage developers, and has been working on the electrical design packages for the Salt Lake City International Airport project. That information was incorrect and incomplete. Also, the Page One photo caption should have said that several companies worked to deliver a net-zero design for the Odyssey Elementary School project in Woods Cross.

The Enterprise regrets the errors.

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AIRPORT

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of getting ourselves ready to be able to build the 'real' project, and that's when you'll start to really see that we're doing something out there," he said.

Already, crews have finished a new parking lot at the south end of the airport property, freeing up space in the economy parking lot for some new facilities. They include a new rental service site (RSS) and a quick-turnaround (QTA) facility for rental car companies, with the QTA being a site for cleaning, servicing and storing rental vehicles. Up to 1,200 rental cars will be on the lower level of the new parking structure, which will have a total of 3,600 parking spaces — twice the number at the current parking building.

The RSS and QTA facilities are expected to be completed next spring.

Eventually, the two existing terminals and the International Arrivals Building, connected by a curved corridor, will be replaced by a single terminal with a long, straight main concourse extending east-west. The airport currently has 86 aircraft gates and will have 73 when the new concourse is finished. The redevelopment includes building 38 new gates. All of the 73 gates will be served with loading bridges, which only 56 current gates have.

The new terminal will be connected to existing concourses B, C and D, while the old terminals and parking garage are demolished. Following that, a new concourse east of the new terminal will be built.

Current plans retain concourses B, C and D, but that could change. Expansion could also result eventually in a second, parallel concourse to the north. "So, sometime in the next five to seven years,

that decision will get made as far as what gets built or doesn't get built," Williams said.

What will be built will be massive. Williams noted that the QTA "is the size of a Super Walmart ... so you get an idea of how big it is," and the concourse will be about 4,000 feet long — about the length of six city blocks. The amount of concourse space will more than double to nearly 1 million square feet.

The new 700,000-square-foot, three-level terminal, southwest of the existing short-term parking terrace, will feature full-service check-in counters, baggage drop areas and rental car counters. The terminal building will be completed in 2019.

It also will feature large windows overlooking the airfield and showing off Utah's natural beauty, Williams said. "Here, the beauty of the outdoors makes Utah as special as it is, and you're just going to bring all of that into the

building," he said.

Another unique-to-Salt Lake City feature will be a "meeters and greeters" area able to hold 300 to 400 people, meaning returning Mormon missionaries or military members can reunite with friends and family in a place other than the baggage claim area.

"There is nothing like the experience here," Williams said. "I've sent pictures to people of the folks waiting with banners and balloons and yelling and screaming. So we wanted to create a space where people could go and wait."

Among decisions being made now are those focused on the looks of the interior and exterior of the buildings. "The idea is for it to look a lot like different areas of Utah," he said, mentioning that the exterior could feature a copper-like color.

The airport was originally designed to handle 10 million passengers a year, but traffic is now double that amount. The existing Terminal 1 is nearly 55 years old and Terminal 2 is more than 35.

The redevelopment construction is being managed by HDJV, a joint venture of Holder Construction and Big-D Construction. HOK is the master architect, with participation by local architects, engineers and consultants.

Details about the terminal redevelopment are at www.slairport.com/thenewslc.asp.

CHG to build new headquarters

Utah-based CHG Healthcare Services — the nation's largest privately owned healthcare staffing company — has announced plans to construct its new corporate headquarters in Midvale. According to a release from the company, it also plans to create more than 500 new jobs in Utah over the next decade.

The project is scheduled for completion in spring 2017.

Founded in Utah in 1979, the company employs nearly 1,000 people in Salt Lake City and more than 1,800 nationwide.

The firm's offices are currently located in the Millrock business development near 6400 South and Wasatch Boulevard.

The new 283,000-square-foot headquarters will be located at the View 72 development, just off the I-15 freeway at 7200 South. The project will consist of two five-story buildings, connected by a glass "people hub" that will include lounge areas, gathering and meeting spaces as well as dining areas. Other planned amenities include a full-service cafeteria, a free on-site health clinic, a learning and training center, fitness facilities, fun rooms and outdoor sports courts.

"We're excited to build a new home for our growing company and to provide the type of amenities that our people deserve," said company CEO Scott Beck.

GLOBAL

from page 1

Development. "It's an excellent event to attend if you conduct business internationally, are thinking about exporting for the first time or have an interest in international affairs."

International trade is a big contributor to Utah's economy, spurring the joint effort between World Trade Center Utah, the Governor's Office of Economic Development and the Salt Lake Chamber to organize the forum. In 2014, Utah

exports totaled \$12.3 billion. Top export commodities were metals, computer and electronic products, chemicals, food and kindred products and transportation equipment.

"Seventy percent of the world's purchasing power is located outside of the U.S.," said Lane Beattie, president and CEO of the Salt Lake Chamber. "With the rise of the global economy, there is no good reason Utah businesses shouldn't capitalize more on these opportunities. The Utah Global Forum will help them do just that."

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ASSOCIATIONS

• The **Better Business Bureau** has a new home at 3703 W. 6200 S., West Jordan. The bureau, which started in Utah in 1913 as the Businessmen's Alliance, purchased the ARTEC building just off Bangerter Highway. It had maintained offices near downtown Salt Lake City until 1992, then moved to Taylorsville for the next 23 years.

BANKING

• **EnerBank USA**, Salt Lake City, has promoted **Kristin Dittmer** to executive vice president of finance and credit and hired **Robb Kerry** as senior vice president and chief credit officer. Dittmer joined EnerBank in 2010 as senior vice president and chief credit officer. Prior to joining EnerBank, she was credit card manager and chief credit officer at BMW Bank. She began her banking career as a financial examiner for the Utah Department of Financial Institutions. She earned her bachelor of science in finance and a Master of Business Administration from the University of Utah. Kerry previously was at GE Capital Bank where he spent the past five years as the models and quantitative risk leader. He also has been chief credit officer at both ADB Bank and Cache Valley Bank. He began his banking career as a financial examiner for the Utah Department of Financial Institutions. Kerry received his Master of Business Administration and bachelor of arts in business administration and Spanish from Weber State University.

• **Celtic Bank**, Salt Lake City, has hired **Dana T. McGill** and **Michael A. Johnson** as vice presidents of business development in



Dana McGill



Michael Johnson

the bank's SBA and commercial lending department. McGill's primary responsibility will be to increase the bank's SBA loan production in the Greater New York area. She will be based in Hoboken, New Jersey. McGill previously was a senior manager at AIG in New York City. Prior to AIG, she worked at American Express, where her

primary role was supporting the funding, liquidity, capital and asset/liability management needs for American Express Bank, FSB and Centurion Bank. McGill has a bachelor's degree in finance and economics from Utah State University and an MBA from Westminster College. Johnson will be based in Raleigh, North Carolina. He has more than 25 years of experience in the financial services industry. He began his career as a consultant for a mortgage banking and real estate company in New York. Most recently, Johnson worked as an independent commercial loan broker originating SBA 7(a) and 504 loans for small-business owners throughout the country.



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CONSTRUCTION

• **Honnen Equipment** has appointed **Jardie Lauinger** as John Deere CWP sales manager. He will oversee CWP sales and rental departments for all 10 Honnen locations, with a major focus on the larger metro areas of Salt Lake City and Denver. He has more than 10 years of industry experience, including positions at Deere & Co., Bobcat Co. and various landscaping contractors.



Jardie Lauinger

• **MWH Global**, based in Broomfield, Colorado, has announced that **Greg Stevens** will become Utah area manager for MWH in the Americas. He will be based in the company's Salt Lake City office and will be responsible for client service, project delivery and management of the full suite of MWH wet infrastructure services throughout Utah. Stevens joined MWH in 1994 and has more than 20 years of experience in the water and



Greg Stevens

wastewater consulting industry. He is transitioning from the business solutions team within MWH, where for the past five years he was director of technical solutions for project management office services. Stevens' education includes a bachelor's degree in civil engineering from the University of Utah.

ENERGY/NATURAL RESOURCES

• **Pioneer Oil and Gas**, South Jordan, announced the retirement of **Don J. Colton** as president, treasurer and chairman of the board of directors. He will remain on the board. **Gregg B. Colton** will replace him as chairman, president and treasurer. **A. Franklin Adams** will replace Gregg B. Colton as secretary.

GOVERNMENT

• **Tyler Green** has been named the state's new solicitor general in the **Office of the Utah Attorney General**. Green replaces **Bridget Romano**, who recently was announced as the new chief civil deputy in the office. Green currently serves at the United States Chamber of Commerce as deputy chief counsel for litigation in the chamber's Litigation Center. Prior to that, he was an associate in the Supreme Court and Appellate section of Gibson, Dunn & Crutcher LLP's Washington, D.C., office. Green served as a law clerk at the United States Supreme Court, the U.S. Court of Appeals for the 10th Circuit and the U.S. District Court for the District of Utah. He earned both his undergraduate and law degrees from the University of Utah.

• The **Salt Lake County Office of Township Services** has hired **John E. Miller** as its first transportation engineering manager. He will design and oversee a comprehensive transportation network for unincorporated Salt Lake County that will include roads, bike lanes and pedestrian networks. Miller is a professional engineer with over 18 years of experience as a project manager and engineer. He has worked on projects for private, state, federal and municipal agencies throughout Utah. Miller has worked in the private sector, most recently for Nolte Vertical 5 as a civil project manager, and previously for Horrocks Engineers as lead civil project engineer and quality assurance manager. Prior to that, he worked as a project manager for the Utah Department of Transportation. He is a graduate of Brigham Young University.

HEALTHCARE

• **Grifols Biomat USA Inc.** has opened a plasma donor center at 1951 W. 5400 S., Roy. It

has 30 employees (expected to grow to 65) and is the 11th center in Utah. Plasma donated at the 16,500-square-foot facility will be used to produce medicines for people with rare and serious conditions. The company has more than 150 centers in the U.S. and will soon open facilities in Sandy and Cedar City. Grifols said the Roy facility eventually will contribute over \$2 million each year to the local economy through donor fees, payroll and other operating expenses. The company already has invested nearly \$2 million in the facility's construction and setup.

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INTERNATIONAL

• **Red Wing Shoe Co.** has announced the activation of a foreign trade zone (FTZ) at its distribution center at 1841 S. 5070 W., Salt Lake City. It is the first FTZ in Utah. The distribution operation occupies 140,000 square feet of warehouse and office space, including the recent addition of 60,000 square feet. The operation will continue to grow with the addition of e-commerce fulfillment for the Irish Setter line of products beginning later this summer.

LAW

• Two **Ballard Spahr** attorneys in Salt Lake City have been elected to the firm's partnership. **Preston F. Olsen** and **Melanie J. Vartabedian** are among nine new partners from seven of the firm's 14 offices. Olsen practices in public finance and affordable housing finance. He also represents a diverse array of clients in 501(c)(3), transportation, charter school, GARVEE and unemployment benefit financings, as well as secondary-market securitization of

municipal securities. Vartabedian focuses on complex commercial litigation matters, including securities litigation, commercial contract and real estate disputes, and intellectual property litigation.

• **Callister Nebeker & McCullough**, Salt Lake City, has announced the election of **John B. Lindsay** and the re-election of **Brian W. Burnett** to the firm's board of directors. Lindsay replaces **Carolyn Montgomery**, who served on the board from 2012-15. He is practice chair of the firm's Real Estate Section, and focuses his practice on the representation of lenders in affordable housing and commercial real estate transactions. Burnett focuses his law practice on energy, natural resources and environmental law matters for clients before federal, state and local agencies, and governmental entities. His practice also includes telecommunications, water, property and contract law, and related litigation. The firm also announced that **Benjamin P. Harmon** is its newest shareholder. Harmon has been with the firm since 2009 and focuses his practice on management-side labor and employment law, complex commercial litigation and creditors' rights. He received his law degree from the S.J. Quinney College of Law at the University of Utah.

• **Kirton McConkie**, Salt Lake City, has hired **Judson D. Burton** and **Jordan Dez** as associates. Burton is in the firm's



Jordan Dez



Judson Burton

Litigation section. He graduated from Brigham Young University's J. Reuben Clark Law School. Dez is in the firm's International and Tax & Estate Planning sections. She graduated from the University of Utah's S.J. Quinney College of Law.

MANUFACTURING

• **DoTerra**, Pleasant Grove, has hired **Kirk Jowers** to its executive management team as vice president of corporate relations. He will oversee public, government and international relations. Most recently, Jowers was director of the Hinckley Institute at the University of Utah, a position he



Kirk Jowers

see BRIEFS next page

BRIEFS

from previous page

held for 10 years.

• **Nu Skin Enterprises Inc.**, Provo, has added **Edwina D. Woodbury** to its board of directors. Woodbury is a 20-year veteran of the direct selling and personal care industries. She currently is president and chief executive officer of the Chapel Hill Press, positions she has held since 1999, and has held several executive and board positions with other companies. She also has experience as chief financial officer at Avon Products and in other finance and operations positions from 1977 to 1998. Woodbury has also served on public company boards across several industries in addition to her current service as chair of the nonprofit Medical Foundation of North Carolina.

• **Dynatronics Corp.**, Cottonwood Heights, announced it has completed its more than \$4 million private placement financing led by affiliates of Prettybrook Partners LLC, a private equity investor focused on the health-care industry. Dynatronics said the financing provides it with additional capital to promote organic growth and pursue potential strategic acquisitions. **Ladenburg Thalmann & Co. Inc.**, a subsidiary of **Ladenburg Thalmann**

Financial Services Inc., acted as exclusive placement agent in connection with the offering. **FMV Capital Markets** acted as a financial advisor to Dynatronics in connection with the offering.

MEDIA/MARKETING

• **Clearlink**, Salt Lake City, has hired **Sean McGinnis** as executive vice president of home services. McGinnis will relocate from Chicago, where he served as a digital marketing executive at Sears Holdings Corp. Prior to Sears Holdings, McGinnis spent 14 years at Thomson Reuters in various roles, including three years leading a large search engine optimization (SEO) team for a legal web agency, FindLaw.

PHILANTHROPY

• More than 50 of Utah's top chefs, restaurants and bakers will gather Aug. 2 from 11:30 a.m.-4 p.m. at Solitude Mountain Resort for the fourth annual "**Taste of the Wasatch.**" Funds raised during the event will benefit Utahns Against Hunger, the Green Urban Lunch Box and 3 Squares Inc. More than 1,500 attendees are expected at the event, which also will feature live music; a silent auction that includes weekend getaways, art, jewelry and dining experiences; and a live auction including some of the chefs offering to cook a multi-course meal for winning bid-

ders. Tickets are \$90 for general admission and \$125 for reserved seating in advance. Details are at www.tasteofthewasatch.org.

REAL ESTATE

• **Coldwell Banker Residential Brokerage**, Midvale, has named **Stacey Staley** as director of training. She will oversee all training programs for more than 700 affiliated agents. Staley previously was an agent and broker in the company's West Jordan, Sandy and Orem offices. She



Stacey Staley

has been with Coldwell Banker Residential Brokerage for more than 18 years, including 13 years as part of the management team. In addition to her sales and management background, Staley has been instrumental in teaching JTM Action Monday, a part of the company's very successful Journey to Mastery Program, an intensive training program that enables agents to master lead management, accountability, time management and technical skills. In her new role, Staley will manage the JTM program.

RECOGNITIONS

• Semifinalists have been named in **Start Madness**, a

\$150,000 startup competition in conjunction with StartFest. More than 160 startups entered and 100 advanced to the qualifying round. They presented in front of 12 of Utah's venture capital firms to advance to the semifinals. Semifinal activities begin July 15 at the Startup Building in Provo and continue in Salt Lake City, Ogden and Park City. Group A semifinalists are **Blyncsy, Chatra, Noke, PatternJam, StreamStash** and **Gun**. Group B semifinalists are **Skeduna, M-Vac Systems, AncestorCloud, FarBetter, SimpleNexus** and **SportLocker**. Group C semifinalists are **Clear Path Financial, Omadi, Lionheart, Nozzle, Penny Pledge** and **Peeq**.

• The **Utah Venture Entrepreneur Forum (UVEF)** is accepting applications until July 15 for its "**Top 25 Under 5**" recognition program. UVEF is accepting nominations from both revenue and pre-revenue companies. It will recognize 25 leading companies in two categories this year: pre-revenue companies that have an outstanding business model that demonstrates scalability, and revenue companies that are leading in a combination of economic standards including revenue and employee base. Companies must have registered with the state on or after Jan. 1, 2010. Winners will be selected by a panel of the

UVEF board of directors and will be recognized at the UVEF Award luncheon on Aug. 20. Details are at <http://uvef.com/recognition/top-25-under-5/>.

RETAIL

• **Smith's Food & Drug** has broken ground on a Smith's Marketplace store at 2000 W. 300 N., West Point. It is the first commercial retail center to be built in the city. Smith's Marketplace will anchor the first phase of the 19.4-acre commercial development named The Point and paves the way for the development of additional commercial pads. Smith's is developing the site in partnership with **Wright Development Group**. The 124,000-square-foot, multi-department store will offer grocery, pharmacy and general merchandise. A new Smith's fuel station will be added adjacent to the store. The anticipated completion date is mid-2016. **Wadman Construction**, Ogden, has been named the general contractor.

SERVICES

• **Extra Space Storage Inc.**, Salt Lake City, has announced a realignment of its executive team. **Charles L. Allen**, executive vice president and chief investment officer (CIO), will step down as

see BRIEFS page 19

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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.

July 13, 6 p.m.

BoomStartup Public Demo Day, featuring the 2015 class of BoomStartup and with presentations and pitches by its most recent graduates. Location is Impact Hub, 150 S. State St., Salt Lake City. Details are at <http://www.meetup.com/BoomStartup/events/222556601/>.

July 14, 7:30-9 a.m.

Breakfast of Champions, a West Jordan Chamber of Commerce event. Speaker is Steve Wright, owner of High Pointe Coffee. Location is High Pointe Coffee, 7800 S. Redwood Road, West Jordan. Free. Details are at westjordanchamber.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 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 wcutah.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. Details are at <http://weberstatesolar.org/calendar/july-informational-workshop>.

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

Business Center Workshop, a West Jordan Chamber of Commerce event. Mitch Nelson, chief executive officer of Biz Ingenuity, will discuss "Using Your Web Presence To Make Money For Your Business." Location is Community Conference Room at West Jordan City Hall, 8000 Redwood Road, West Jordan. Free for chamber members, \$30 for nonmembers. Details are at westjordanchamber.com.

July 17, 7:30-9 a.m.

Presentation by U.S. Rep. Jason Chaffetz, a Sandy Area Chamber of Commerce event. Location is Workers Compensation Fund Training Room, 100 W.

Towne Ridge Parkway, Sandy. Details are at sandychamber.com.

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

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Lee Lewis, regional sales manager for AmeriBen, will discuss "The Dogged Dogmas: Five Common Beliefs Disproven by Recent Research." Location is Jordan Commons Tower, 9350 S. 150 E., ninth floor, Sandy. Free. 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, 8 a.m.-noon

"FLSA Compliance: Avoiding Overtime and Exempt Status Pitfalls," an Employers Council (EC) event. EC staff attorneys will discuss recently proposed U.S. Department of Labor rules about overtime and what employers need to do to ensure compliance and avoid legal pitfalls when determining who qualifies for overtime and how overtime is calculated. 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 22, 8:30-11:45 a.m.

"Global Cities Salt Lake: Building & Sustaining a Competitive Region," a Global Cities Initiative forum on leveraging the strengths of the Salt Lake region in the global economy. Event will feature a first-time assessment of exporting activity in Salt Lake County, innovative practices from other U.S. and international regions, and a discussion on how private and public sector stakeholders can take joint action to advance regional economic strategies. Location is the University of Utah's David Eccles School of Business' Spencer Fox Eccles Business Building, Bill & Pat Child Community Hall (seventh floor), 1665 Campus Center Drive, Salt Lake City. Details are available by contacting Joe Loose at (212) 279-0322 or Ellen Ochs at (202) 797-6480.

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 open networking event. Location is Anna's Café, 7711 S. State St., Midvale. Cost is \$14 for members, \$19 for nonmembers. Details are at murraychamber.org.

July 24, 4-7 p.m.

18th Annual Taste of the Town, a Davis Chamber of Commerce event. About 25 local restaurants will participate. Event also features live music and activities for children and young teens. Location is Layton Commons Park, 437 N. Wasatch Drive, Layton. Free, with tickets costing \$1 each available to be traded for food items. Participation and sponsorship details are available by contacting Morgan Greaves at (801) 593-2200 or morgan@davischamberofcommerce.com.

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 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.

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

Member Workshop, a Sandy

Area Chamber of Commerce event. Speaker Dave Smith, founder of BlueLine Products LLC, will discuss "how to provide the pieces of the puzzle needed to assist the body and mind to heal and repair." Location is Salt Lake Community College, Miller Free Enterprise Building Room 223, 9750 S. 300 W., Sandy. Free. Details are at sandychamber.com.

Aug. 4, 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.

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

Lunch & Learn, a Utah Technology Council (UTC) networking lunch. Location is EMC, 11747 Lone Peak Parkway, Suite 200, Draper. Free. Details are at utahtech.org.

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

Connect 4 Luncheon, a Sandy Area Chamber of Commerce networking event. Location is HuHot Mongolian Grill, 10835 S. State St., Sandy. Cost is \$15 for chamber members, \$20 for guests. Details are at sandychamber.com.

Aug. 12, 3-5 p.m.

"Demographics for Dummies," 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.

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CALENDAR

from page 8

Aug. 13, 7:30-9 a.m.

UTC Diversified Insurance Clinic titled "Building Scalable Insurance Programs for Each Growth Stage of a Technology Company," a Utah Technology Council (UTC) event. Spencer Hoole, president and chief executive officer of Diversified Insurance Group, will discuss how technology companies can build a scalable insurance program in each stage of growth, including start-up, emerging growth, pre-IPO and mature industry leader. Location is Diversified Insurance Group, 136 E. South Temple, Suite 2300, Salt Lake City. Free for UTC members, \$40 for non-members. Details are at utahtech.org.

Aug. 13, 11:30 a.m.-1 p.m.

WIB Networking Luncheon, a Davis Chamber of Commerce event. Speaker is Paul Heslop of Salt of the Earth. Location to be determined. Cost is \$15 through online RSVP, \$20 at the door. Details are at davischamberofcommerce.com.

Aug. 17, 7 a.m.-1 p.m.

Chamber Golf Classic Tournament, an Ogden Weber Chamber of Commerce event.

Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is \$175 per player. Sponsorships are available. Details are at www.ogdenweberchamber.com.

Aug. 18, 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.

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

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Speaker is Bob Nicoll, founder of the Life is for Giving Foundation. Location is 9350 S. 150 E., ninth floor, Sandy. Details are at sandychamber.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. 20, 5:30-8 p.m.

15th Annual Women in Business Summer Social, organized by the Salt Lake Chamber's Business Women Forum to support the chamber's Women's Business Center. Event will introduce the Women's Business Center's Woman Entrepreneur of the Year and feature "Gatsby" ambiance, an upscale silent auction, live entertainment and networking. Location is Upstairs at the Gallivan, 239 S. Main St., Salt Lake City. Cost is \$59 before July 20, \$70 thereafter, \$75 the day of the event. Sponsorships are available. Details are at slchamber.com.

Aug. 25, 8-9:30 a.m.

"Healthcare Cost Management Benefits Symposium Meeting 4," an Employers Council (EC) event. Jeana Hutchings, benefits practice leader and partner, Diversified Insurance Group, and Bart Preston, director of sales and marketing, HCA Mountain Division, will discuss what companies can do to manage healthcare costs. Location is the Employers Council, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at ecutah.org.

It's been a long time coming – a new way to look at change

Change is coming.

Got fear or joy? Got worry or positive anticipation? Putting your head in the sand or headed to the beach to relax and plan?

When you feel or fear that some form of change is coming, you have to define it in your mind as opportunity. Clear your head for "what will be" tomorrow and don't worry about "what is" today.

The way this is done is through a combination of faith and belief. These are very similar emotional attributes. And many of you reading this have already misinterpreted them. I'm not talking about praying; I'm talking about planning.

Faith and belief in yourself.

Belief that you have the capability to withstand any circumstance and emerge both better and victorious. And faith that whatever happens, or is happening, happens for some reason and that reason is to benefit you, not harm you.

The prime questions to face are:

- Do you believe in yourself?
- Do you have faith in yourself?
- Do you believe that you can create ideas that will make you better, based on present circumstance?

One key action that will help you more than any other is to collaborate rather than commiserate. Commiseration takes you backwards. You may have heard it defined as a pity party. I define it as group whining that usually results in group blaming.

• Collaboration is about tomorrow, and what can be done, and what needs to be done in order to create an amazing new outcome.

• Collaboration requires a gathering of smart people with positive attitudes and positive outlooks.

Here's what to do:

- Make a list of your 10 best attributes.
- Make a list of your 10 best assets.
- See how many of the same assets and attributes are on that list.
- Make a list of your 10 most positive connections, acquaintances or friends.
- Make a list of your 10 most intelligent connections, acquaintances or friends.
- See how many of the same people are on that list.

Assemble a small group of people in a very short space of time and create an agenda for discussion that you pre-send so that people have some time to think about it. It can be both about you and about it (whatever the changing circumstance is).

Have the meeting in a positive place, and have all kinds of food on the table when people get there so that the atmosphere is both bright and festive.

Have a recording device and a flip chart in the meeting so that all thoughts and ideas are captured. Before everyone leaves, list the top 10 action items or ideas to be implemented, and who owns them. And then thank everyone by giving them a book on creativity, a firm handshake, a smile, a hug and a genuine, heartfelt "thank you."

The results of this meeting will not only move you forward, but will also create a mindset that will move you away from the fear, doubt, worry and uncertainty that pending change often creates.

REALITY: There are millions of words written on change. Very few of them only look for the positive. Very few of them mention the word "opportunity," much less "positive collaboration."

REALITY: When a significant event is about to occur that can alter both career path and income, the more time you spend moving forward by creating ideas and taking action, the less time you will have to dwell on the circumstance and fall into the pit of self-pity.

REALITY: Rather than go to the bookstore and buy a 300-page book on change, take these 750 words, put them into action, change your outlook, keep your attitude positive, create ideas, take new actions and generate results for yourself based on future.

NOTE WELL: This is a time to inspire yourself on a daily, even hourly, basis. This might include a visit to an art museum, re-reading positive passages from books in your attitude library, listening to messages that inspire your thinking and give you new resolve and even new purpose and surrounding yourself with the love of family and the love of friends that will encourage you to move on and move up.

THE SECRET: The secret key is to take responsibility to make this happen for yourself. You cannot dwell on "why." You are responsible for yourself **FIRST**.

You must focus on "now" and "next."

You cannot dwell on "woe."

You must focus on "win."

Change that.

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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JEFFREY GITOMER



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Don't be afraid to ask: Exploring the incisive power of 'why'

When I was a little boy, I routinely drove my parents crazy by asking the same question over and over again: "Why?"

When I wanted to play outside after dark and I was told "no," I asked, "Why?" When my mother told me that it was too late to do so, I again asked, "Why?"

"Why is it dark so early?"

"Why does being dark outside make any difference?"

"Why can't we just turn on the porch light?"

"Why are you always so worried about me?"

"Why don't you trust me?"

Perhaps you have a kid like me, and if so, you probably get so exasperated that you finally resort to a parent's ultimate answer: "Because I said so!"

Now, more than 50 years later, you probably would surmise that I have matured to the point that I no longer ask,

"Why?" You would be wrong.

As an advisor and coach to executives, I often challenge their thinking by asking, "Why?" "Why" is the question that launches the first phase of problem solving: analysis. Asked early and often, "Why?" gets at the root cause of problems and concerns.

Although asking "why" is inherently quite simple, it has been effectively employed throughout industry worldwide. Sakichi Toyoda, founder of Toyota Industries, is generally given credit for the development of what is now known as the "Five Whys," a fundamental part of the Toyota production system. It is basically a questioning technique that iteratively explores the cause-and-effect relationships that define any problem. Each "why"? forms the basis for the next question, ultimately leading to clarity regarding root causes and solutions.

Consider the issue faced by

the engineering team at one the world's largest tire manufacturers a few years ago. One of their production processes — that of hand wrapping their tires in protective brown paper — was too labor-intensive given their huge sales volume. The cost of this process had grown to \$25 million per year.

The engineering team was charged with reducing this exorbitant cost through an automated solution. They met regularly over a period of weeks, considering a number of tire-wrapping automation solutions and were close to consensus regarding which of these to implement.

One of the members of the engineering team was a new hire, a young man who had been invited to sit in on the meetings to learn how things were done at his new company. Being a newcomer, he said nothing for the first several meetings. However, as the chosen solution was being refined into a project plan, he raised his hand and timidly asked the question: "Why do we wrap our tires?"

The answer was quickly given: "To protect the sidewalls." The neophyte engineer then asked, "Why do we need to protect the sidewalls?"

This question created a stir in the room. After a few minutes, the answer came back, "Well, we have always wrapped them to keep the white sidewalls clean." Others in the room then stated what everyone had overlooked: The company had stopped making tires with white sidewalls many years ago.

With that recognition, the question became, "Why do we need to wrap our tires at all?" The answer to this was simply, "We don't!"

The cost-saving solution to the tire-wrapping problem was not automation; it was to stop wrapping tires at all. The savings? \$25 million per year.

Two points are key here. First, asking "Why?" puts our problem-solving analysis on the right track. Too often, diving right into solutions leads to sub-optimal outcomes. Strong problem solving should, inevi-

tably, move to the collaborative creation of solution options. Collaboration should lead to the development of a project plan that implements those solutions. That said, spending time upfront analyzing why a problem exists helps us zero in on root causes — and direct our solutions to the elimination of those causes.

The second key point is that sometimes our expertise and familiarity with a problem creates a myopia that impairs our ability to ask the "why" question. Just as the tire company found its solution through a green engineer, often those who seem the least experienced bring the fresh eyes we need to identify our real problems and their solutions. Don't fail to entertain the input of those with less experience or education — inviting their ideas just might be worth \$25 million to you.

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



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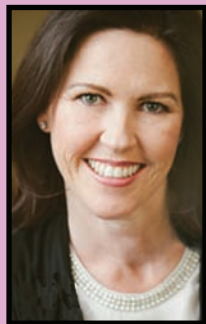
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MaryPat Kavanaugh - Moderator



MaryPat is the founder and president of Strategic Results Marketing since 1999. A serial entrepreneur, she has owned, operated and assisted in catapulting dozens of businesses to achieve success. She is also a speaker and trainer.

Baya Voce



Baya is a speaker and co-founder of SecretSLC, an event that brings leaders from various industries together to ideate, collaborate and partner. Her focus is to build powerful relationships that create wealth and impact.

Catherine Standiford



Catherine is the owner and founder of Cancer Rehabilitation Centers, which helps patients with cancer improve their quality of life through therapeutic activities and exercise.

Diane Sheya



Diane is the owner and culinary director of the Salt Lake Culinary Center, a hands-on, full menu preparation cooking school for the enthusiastic home cook as well as Salt Lake's unique private event center for businesses and individuals.

Heather Graham-Luttmer



Deluxe Dental Connection by Heather Luttmer is one of the Salt Lake area's leading restorative and cosmetic dental labs. Deluxe takes dental craftsmanship to new heights. Heather works alongside some of the finest master technicians and dentists.

Jan Tantangelo



Jan has been a director with Legal Shield for eight years. Legal Shield provides identity theft protection as well as access to the legal system for individuals, families and businesses.

WOMEN IN BUSINESS FORUM

presented by:



Just say 'No'

Each month, *The Enterprise*, in conjunction with the Salt Lake City chapter of the National Association of Women Business Owners, conducts a forum session with local women who own and operate their own firms on topics of interest to business owners.

MaryPat Kavanaugh, moderator: As women business owners and visionary entrepreneurs, we learn at an early stage in business development to say "yes" and to seek out opportunities that help us succeed. However, the ability to say "no" can be a "make or break" in business. When should you say "no" in your business?

Tatangelo: You should say "no" when you don't have enough time to properly do the project. That's a huge issue for many people.

Standiford: A big part of saying "no" is about money. As the owner of a cancer rehab center, I am in business to help people. But, at the same time, I have to look at the financial piece and

say "no" when it's not serving me.

Graham-Luttmer: I own a dental lab and everybody wants a crown right away. Trying to get them done ahead of schedule sets my whole business behind and I have to say "no." If it's someone that I can't just say "no" to, I charge a rush fee of three times the [regular] amount of a crown so I can say, "Yes, but it's going to cost you this much," to make it worth my time.

Dodson: I have a problem when people do not say "no" when they should. As women business owners, we want to collaborate. You meet a cool person at a networking event and you're like, "Oh let's collaborate, let's do this," and you're excited about it. So you email them and they don't respond. I wish you had just said "no" in the first place, so I hadn't wasted my time crafting an email, coming up with ideas.

Kavanaugh: So really this is a request that people check in and say "no" when they should be saying "no." Because ultimately it can waste people's time and energy and be very frustrating to everyone involved.

Dodson: Right, absolutely.

Voce: I think the time to say "no" really starts before the situation arises where you need to decide whether it's a "yes" or a "no." It's about knowing your business objectives and if saying "yes" is in line with the direction your

business is going.

Sheya: I'm always asked to do something in the culinary center that is not in line with our vision and takes me way out of our realm. Even though I think it's a great idea, we just can't do it because I need to focus on my vision for my business and this would take a major left turn.

Kavanaugh: Just to quickly recap — we've got: 1. When you don't have enough time, 2. When you don't have the finances or it's not financially smart to say "yes," 3. When the timing is off, and 4. When it's not in alignment with your business direction and your goals and what you're doing in your business. Is there anything else that you see that we're missing here in this question of when you should be saying "no" to things?

Voce: I feel like there's an issue where people say, "Do you wanna grab coffee and just get to know each other?" And really it's about, "Let's grab coffee so I can pick your brain and figure out what it is that you know." So how do you know when a coffee date is bad?

Kavanaugh: Let's talk about that here, because that coffee date situation is one that I think we've all experienced.

Graham-Luttmer: Sometimes it feels like it's a one-way street. Sometimes

see FORUM next page

Moraya Dodson



Moraya is director of operations of brabarlboutique in Salt Lake City, Utah. Brabarlboutique is a designer lingerie boutique that specializes in fitting and educating women on the proper fit of undergarments.

FORUM

from previous page

you have to say “no” because either they want to take your ideas or use you to help them for free. And your time is not free; none of us have extra time.

Voce: If you know that somebody just wants your ideas, then I think it’s totally appropriate to say, “I’m really busy right now and the only thing I have time for is a business meeting and for a consultation I charge this much.”

Dodson: So, then you’ve set the parameters right off the bat, and if they say “no,” fine, and if they say “yes,” great! Your time is valued, you get money for what you should be getting money for.

Kavanaugh: That’s a great tool. I love it.

Standiford: I often meet people who are just interested in cancer rehab because they don’t know what it is and because they’ve all known somebody who has had cancer. I want everybody to have help if they want it, so that makes it challenging to say “no.” I just want to educate more people on what is available to cancer patients and what I think they should be receiving. So there are no bad coffee dates for me.

Voce: I think that just comes back to cost/value benefit and an evaluation on what your goals and vision are, and being clear about that.

Kavanaugh [to Stanford]: Clearly your mission is education.

Sheya: Sometimes when someone approaches me and wants to explore a new concept or a new idea, I listen to what they say, but I’m not going to offer a lot of information on my side. I want to listen to what he/she wants from me first.

Tatangelo: I love coffee dates. I want to know about the other person. I want to know about their business but I also want to know who they are. If I like this person, I like what they’re doing, I like their mission, then I can offer referrals and help them make connections. I love making those connections and I don’t know that you can do that

without spending some time.

Dodson: I love coffee dates as well but at the end of it there’s always someone asking me to do something. I think taking the time before I commit to think, “OK, how much time is this going to take from me?” is important.

Kavanaugh: I would love to shift the conversation a little bit and focus on the cost of saying “yes” when you should be saying “no.”

Sheya: I think the cost of saying “yes” when I should have been saying “no” is kind of like driving your truck into a mud hole. You’re spinning your wheels and not going anywhere and you say, “Why did I say ‘yes’?”

Voce: On a bigger level, I think the cost relates to your vision. If you deter focus over and over again, how does that prevent you from growing your business? So one coffee date, sure that’s fine, but what if that relays into 20 coffee dates? The cost comes down to how much time you’re spending on things that really have no alignment with your vision.

Dodson: I think another cost is clutter in your brain. When you commit to something, you want to be able to actually deliver, otherwise the commitment was just a flop. Saying “no” is an opportunity to close doors and leave space for other opportunities where you can say “yes” and be fully committed and successful.

Standiford: I think it’s going back to that business plan and seeing what your big goal is. I ask myself, “Well, am I going to help five people today if I say ‘yes’ or am I going to help 50 people tomorrow if I say ‘no’?”

Tatangelo: When I was younger, I had a lot more energy and I could go from early morning to late at night. Now it’s like, “OK, I’m giving an hour of my time.” It’s an investment in not only my business but somebody else’s. I like knowing the person, but that is my time that I’m committing.

Dodson: How do you qualify opportunities so you know whether to say “yes” or “no”?

Kavanaugh: So, what’s going unsaid in this conversation so far is that we each have some sort of system that we think we should be following or

that we’ve maybe subconsciously created. Let’s get conscious about some tips and tools or ideas that you have about how to qualify opportunities so that you know when you should be saying “no.”

Dodson: I think qualifying comes with knowing your vision in your business and also the values that your business carries. They bleed into each other. So you have to ask yourself, “What do we value as a business? How does this align with us?”

Graham-Luttmer: I had one dentist — a huge account. But every day he would have problems [with the crowns he sent me]. I would tell him, “You need to re-prepare the patient.” Every single time he wouldn’t do it. Well, he sent me a bad crown and now I’m going to send him a bad product and he’s going to send it back to me to remake. This would happen continually because he didn’t want to believe that he was not preparing the tooth correctly. So at the end of the day, I had to let the account go. It was a hard decision but considering time, quality, cost, it wasn’t worth it. That was a huge learning curve for me.

Kavanaugh: Is cutting people off easier now that you’ve had that experience?

Graham-Luttmer: It’s always hard. I’ve had a couple clients I’ve walked away from and they’ve asked to come back. One didn’t pay me timely and I said, “Okay, you can come back but I want a cashier’s check now because you were three months late and I can’t carry \$10,000-\$12,000 balances.”

Kavanaugh: So it’s having clarity around your parameters of how you’re going to work with your customers?

Graham-Luttmer: Correct.

Standiford: I think the biggest thing in saying “yes” and saying “no” is taking a business from a biz to a brand. Creating a brand so that everybody who works for you and with you is on the same page about what you do and why you do it will help make those decisions easier. Sometimes I will donate my time, my facility, my expertise, because the opportunities aligns with my brand and I see that as valuable in the end. Who is going to come

through my door because of this that may come through it again?

Kavanaugh: So looking at the long-term opportunity, maybe the lifetime value of that person turning into a client.

Graham-Luttmer: I work with a dentist once a year and we do a makeover smile contest and it goes on the news. I donate all of my time and lab work for this dentist. It’s expensive, but I do it because I have the resources and I think it’s important. You’re giving back and you see a really great result at the end of it.

Voce: I think as women, a lot of what causes trouble for us is not being direct. We’ve got this mentality that we have to be light and indirect when really it’s about stating, “Let’s get down to business, let’s be clear about what we’re going to spend our hour doing.” I love connecting with people, so I don’t mean that you shouldn’t make connections. It’s just that if you’re going to be doing this for business, then be clear about what the purpose of the connection is.

Kavanaugh: If there is one message you would like to leave people with, what is that?

Voce: In general, saying “no” is not easy. So really get comfortable with discomfort. The minute you’re comfortable is the minute you’ve probably plateaued. If you want to be a leader in your industry and successful in business, you have to get comfortable being uncomfortable.

Standiford: Create what you want right now and always keep your mind on your company, your brand and your focus.

Tatangelo: Give value to yourself and your business and your own time. You have to step back and put a value your time. Figure out what time you have to spend versus what you want or can get out of it.

Kavanaugh: Thank you very much. This was fantastic.



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Opinion

Finding mostly good luck, but a little bad luck, over my 85 years

After my 85th birthday last week, I looked back over my life and was surprised to discover in how many different ways I had been lucky — in addition to some other ways in which I was unlucky.

Among the things I did not know at the time was that I was adopted as an infant into a family with four adults, in which I was the only child. All sorts of research since then has shown how the amount of attention and interactions with adults a child gets has a lot to do with the way the child develops. But of course I knew nothing about such things back then.

It was decades later, when I now had a son of my own that I asked one of the surviving members of the family how old I was when I first started to walk. She said, “Oh, Tommy, nobody knows when you could walk. Somebody was always carrying you.”

Many times over the years, she liked to recall an incident when I was maybe 3 or 4 years old. She had taken me somewhere out of the neighborhood, maybe to a movie, and all was fine until we got back in sight of our home. That was when I picked up some

rocks and started throwing them at her.

She laughed then, and many times in later years when she told that story to others. She thought it was so cute that I was well-behaved while I didn't know how to get back home without her, but then got mischievous when I saw our house.



THOMAS SOWELL

What if the situation had been reversed? What if there were four children and one adult, instead of one child and four adults? She might not have thought that was so cute — or cute at all.

My wife, incidentally, was appalled when she heard this story. She looked at me in astonishment, as if I were a grown man throwing rocks at this little old lady.

As an adult, it has always been painful to me, when I have been on a bus or in some other public place, and have seen a small child trying in vain to get his mother's attention, while she obviously did not want to be bothered.

I have felt like saying: “Lady, what you are doing, or not doing, right now can affect how that child will turn out years from now. You brought him into this world. The least you can do is pay some attention to him.”

But of course I minded my own business, as I was raised to do.

Many years after all the members of the family that raised me were dead, I decided to get their death certificates and the death certificates of my biological parents, of whom I have no memory.

Their death certificates showed that all of them had very little education and in inferior Southern schools at that. My biological parents lived a total of 60 years, between the two of them. I have now lived a quarter of a century longer than both of them, put together.

Although I was raised by people with very little education, they were people who wanted me to get an education. They praised my every little accomplishment when I was very young and I was taught to read by the time I was 4 years old — taught by someone with only a few years of schooling herself.

Years later, when I was promoted to the seventh grade, I was surprised by what a commotion it caused. Then I was told: “You have now gone further than any of us.”

You don't need a Ph.D. to help your child get an education. Dr. Ben Carson's mother showed that you don't have to be Asian to be a Tiger Mom.

Not everything was wonderful in my

family or in the world where I grew up in Harlem. But, as I learned from later research, the homicide rate in New York when I was growing up was lower than it had been in the years before and much lower than it would be in the years afterward.

I cannot recall ever hearing a gunshot or even having to think about gunshots when I slept out on the fire escape on hot summer nights.

The New York City schools were among the best in the country in those days, better than they had been for the European immigrants before me and much better than they would be for the mass influx of blacks from the South after me.

As for bad luck, there were years of that too. But I learned a lot from that bad luck, so I am not sure that it was all bad luck in the long run. And 85 years is a very long run.

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

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Lessons from an unlikely place: Singapore's success with diversity

In thinking about America's enduring racial divide, I found myself intrigued by some lessons from an unlikely source — Singapore. To help prepare for an upcoming trip there (as a guest of the National University of Singapore), I asked the country's deputy prime minister, Tharman Shanmugaratnam, what he regarded as the country's biggest success. I imagined that he would talk about economics, since the city-state's per capita GDP now outstrips that of America, Japan and Hong Kong. He spoke instead about social harmony.

“We were a nation that was not meant to be,” Shanmugaratnam said. The swamp-ridden island, expelled from Malaysia in 1965, had a polyglot population of migrants with myriad religions, cultures and belief systems. “What's interesting and unique about Singapore, more than economics, are our social strategies. We respected peoples' differences, yet melded a nation and made an advantage out of diversity,” he explained in an interview, echoing remarks he made at the St. Gallen Symposium last month in Switzerland.

How did Singapore do it? By mandating ethnic diversity in all of its neighborhoods. Over 80 percent of Singaporeans live in public housing (all of it is well-regarded, some of it very upmarket). Every block, precinct and enclave has ethnic quotas.

This is what people mean when they talk about Singapore's “nanny state,” and the minister readily admits it. “The most intrusive social policy in Singapore has turned out to be the most important,” he said. “It turns out that when you ensure

every neighborhood is mixed, people do everyday things together, become comfortable with each other and, most importantly, their kids go to the same schools. When the kids grow up together, they begin to share a future together.”

This belief was at the heart of many of the efforts of the U.S. federal government in the 1950s and 1960s to desegregate schools and to integrate neighborhoods —

through court orders, housing laws and executive action. Those efforts were largely abandoned by the 1980s and, since then, the data show an America that remains strikingly segregated. In Boston, for example, 43.5 percent of the white population lives in areas that are at least 90 percent white and have a median income that is four times the poverty level, University of Minnesota researchers found. In St. Louis, that share of the white population is 54.4 percent. (Both figures come from an April article in *The Atlantic*.) This residential segregation has translated into unequal access to security, basic health care and, crucially, schooling.

Despite the fact that the Supreme Court ordered school desegregation 61 years ago, schools have actually become more homogenous in the last two decades. An investigation by ProPublica found that the number of schools that were less than 1 percent white grew from 2,762 in 1988 to 6,727 in 2011. A UCLA study last year described what a classroom looks like for the typical white student in America. Of the 30 students, 22 are white, two are black, four Latino, one Asian and one “other.” The study also pointed out that many black and Latino students “face almost total isolation not only from white and Asian students but also from

middle-class peers as well.” Secretary of Education Arne Duncan admits that today “only 14 percent of white students attend schools that you could consider multicultural.”

These findings would not surprise the Singaporeans. “The natural workings of society rarely lead to diverse and integrated communities, not in Singapore nor anywhere else,” Shanmugaratnam explained. “They more likely lead to mistrust, self-segregation, and even bigotry — which we see in abundance in so many countries today.”

He pointed out that in Britain, half the Muslim population lives in the bottom 10 percent of its neighborhoods (by income). “Did that happen by chance?” he asks.

“Let's be honest. Human beings aren't perfect. Everyone has biases, a liking for some and distrust of others. But that's why there is a role for government.”

Singapore is an unusual case. It is a small city-state. It has its critics, who point to a quasi-authoritarian system, one that impedes free expression and makes opposition parties face severe handicaps. Singapore can do things Western democracies cannot. It also has had its own racial problems. All that said, I believe that Singapore is an example of a diverse society that has been able to live together and that we could learn something from. (To

see ZAKARIA next page



FAREED ZAKARIA



Opinion

September 17: A good time to celebrate the real birth of our nation

It was a beautiful Fourth of July morning in Houston. Broken clouds on the horizon shot long sun rays across a colorful landscape. A magnificent day in this part of America.

I love the Fourth of July. The bold name of John Hancock on the Declaration of Independence captures our forebears' inspiring struggle to throw off the yoke of tyranny and oppression. The battles of Bunker Hill, Lexington and Concord and Ticonderoga bond our blue-coated patriots of the past with our battle-dress camouflaged warriors of today. The long winter at Valley Forge refined us in the wilderness. The final victory at Yorktown proved the righteousness of our efforts. The romance and emotion of this glorious moment in the history of the world always surges in my heart. It is easy to be an American with a national birth like ours. But my military career has taught me that however romantic and potentially poetic they become, battlefield victories never guarantee future rights or freedoms. In fact, I have come to realize that as powerful as they are, our memories of the Declaration and subsequent War of Independence are secondary in the maintenance of our freedoms to our daily loyalty to the Constitution of the United States. The Constitution stands out, in all history, as unique and compelling — far more even than the war that gave our Founders the

opportunity to write it.

The Fourth of July in 1776 was the birth of our nation. But, the official naming of the new nation — that which forever recorded its unique character in the annals of history — was the creation and ratification of the Constitution and the Bill of Rights. The Declaration of Independence boldly proclaimed to the world what we felt we had the right to be. The Constitution of the United States has enabled us to thrive as a free nation. Maybe we should consider changing our national holiday to one that celebrates the document that has actually has kept us free for well over two centuries.

I propose that we add September 17, 1787, to our list of national holidays.

The Constitutional Convention began on May 25 and ended on Sept. 17, 1787. That was nearly 11 years after the Declaration of Independence, nearly four years after the September 3, 1783, Treaty of Paris that officially ended the Revolutionary War and nearly 10 years of being governed by the inadequate Articles of Confederation. It took another four years for all 13 states to finally ratify the Constitution and the Bill of Rights. Rhode Island was the last state to join the new United States, on May 29, 1790.

In addition to taking the day off to barbeque, enjoy baseball and watch TV, I

propose that we also use the day to read the Constitution aloud in our homes, discuss how this unique document separates tasks and limits the three branches of the federal government and leaves everything else to the people — the states — to figure out. Then, we could finish the day by writing to our elected representatives, telling them what they must and must not do constitutionally and demanding that they restrict themselves to legitimate duties. These would be Independence Day celebrations to remember.

In our modern world, nothing is more important to the survival of our freedoms than to run this nation as the Founders intended. They understood only too well the frailties of human nature. They were inspired to create a system of governance that could protect us from ourselves. I know this with the same surety that compels me to celebrate the freedoms displayed in the Declaration of Independence.

During this patriotic time of year, I contend that any politician who says it is more important to “get things done” than it is to be loyal to the original intent of the document that defines America as unique in history, cannot be trusted — under any circumstances. We should expect our statesmen and stateswomen to display moral courage to follow the Constitution when they govern as much as we expect our servicemen and service women to display physical courage when they defend our

freedoms on the battlefield. If they, our elected leaders, did so, then we could laud all who serve. We must make the effort to learn what to demand from them — and then demand it. September 17, 2015, can be a great, concerted opportunity to take the step.

Mac Coleman is a retired U.S. Air Force colonel who lives in Houston. His military and diplomatic corps career spanned more than 30 years. He can be reached at mac.coleman.colonel@gmail.com.



MAC COLEMAN

ZAKARIA

from previous page

be sure, Singapore could learn some lessons from Western democracies as well.)

“You cannot simply assume that the natural workings of the market or of society will produce social harmony or equal opportunity. They won’t,” Shanmugaratnam said. “Government — an elected government — has a role to play. And it’s not about speeches and symbols. It’s about specific mechanisms and programs to achieve the outcomes we all seek.”

Something to consider as America, in the wake of the tragedy in South Carolina, debates flags and symbols.

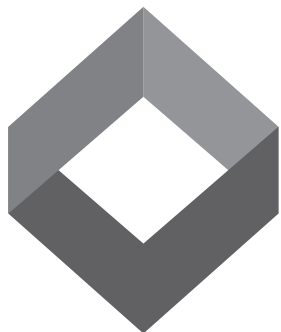
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Let's turn the answers on.

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.

Mix a little Southern Utah - including Shakespeare - in your vacation plans

More than three times as many people drive to their vacation destinations than fly. And the most popular driving site for those of us who live in northern Utah is Yellowstone and/or Grand Teton national parks or places nearby. Ah, but there are lots of cool spots if you want to head south.

Yes. I said "cool" down south.

Consider Bryce Canyon National Park, which many days boasts the lowest temperature in Utah. Then there's the North Rim of the Grand Canyon, shrouded in the Kaibab National Forest at 8,000 feet above sea level. Definitely cool. And Cedar Breaks National Monument at 11,000 feet can get downright frigid. Also, Brianhead Resort is nearby and just a half-hour from Cedar City. Then again, there's Great Basin National Park, notable for its groves of ancient bristlecone pines and for the Lehman Caves at the base of 13,063-foot Wheeler Peak.

Since some like it hot, you have Lake Powell, somewhat moderate Zion National Park and really toasty Mesquite or Las Vegas.

And speaking of "Lost Wages," here's a tip: Schedule your visit there during the earlier part of the week when hotels go for a third or even a quarter the cost of Friday and Saturday nights. Food and lodging is always extremely reasonable, if not downright cheap, anywhere in Nevada, because they figure they will get your money when you pass through the casino, conveniently located on your way to anywhere.

Now, what I would highly recommend is that you include the Utah Shakespeare Festival in Cedar City on your trip. Even if the thought of sitting through one of the masterpieces by the "Bard of Avon" sends shivers of fear deep inside you, there are options that do not include Elizabethan English. This year's smash hit of the season is "Amadeus," starring the very popular actor (and artistic director of the festival) David Ivers, who offers a tour de force as Antonio Salieri, the deeply envious and somewhat mediocre contemporary of Mozart.

Other options include the Rodgers and Hammerstein classic musical "South Pacific," featuring one hit (and now standard) after another, as well as the hilarious farce comedy "Charley's Aunt."

Outdoors under the stars, in the final year of the Adams

Shakespeare Theatre, you'll find three choices from the pen of the Bard: "The Taming of the Shrew," starring the extremely popular Brian Vaughn (also co-artistic director) and his wife, Melinda Pfundstein, plus what many consider Shakespeare's greatest tragedy, "King Lear," and finally, "Henry IV, Part 2." I ran into a gentleman when I was attending opening performances for this season who actually had never seen a Shakespeare play in his entire life. He said he had studiously avoided every opportunity; but, he was blown away by this year's experience. He said he understood everything that was going on, the acting was superb and exhilarating. And while he was talked into seeing just one, he stayed to see them all and had already purchased tickets for everything this fall and next year. Wow!

Also at the Utah Shakespeare Festival are outdoor "Greenshows" and almost daily literary seminars,

actors seminars, play orientations and more — free of charge. In addition, they have professional child care available during the plays.

This is the 54th season of

the Utah Shakespeare Festival; it is my 25th year to attend and it gets better every year. In 1962 it started with students from what was then the College of Southern Utah and a few locals performing

three different plays over a few weeks. This year, actors from New York and Hollywood will join professionals from regional theaters throughout the nation in eight different big-time productions. Back in '62, a total of 3,300 people came to the festival. Today, more than 150,000 people come over a four-month period. It's truly a Utah jewel, a diamond in the rough with gorgeous surrounding scenic beauty.

By the way, that first year, founder Fred Adams directed all three plays, including "The Taming of the Shrew." This year, 84-year-old Adams is also the director of "Shrew."

Food and lodging are plentiful and inexpensive in and all around Cedar City. Plus, if you don't want to drive down, flights from Salt Lake City on Delta Airlines are just \$118.70 round trip, which is actually less than the overall cost to drive. You could rent a car for a week at the Cedar City airport for \$27 per day, which would give you several days in Vegas, the North Rim of the Grand Canyon, Bryce Canyon or Zion — or all of it.



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FIREARMS*from page 1*

The Gun Vault is one of the firearms dealers that reported an upswing in sales from 2013 to 2014, as well. The store, located at 1231 S. Jordan Parkway in South Jordan, reported that sales went up because of “brand awareness and location,” according to Michael McKee, the store manager.

Although the store only opened in 2013, McKee tripled his number of employees from 2013 to 2014. He currently has 12 people on staff.

McKee said for the future, he plans on “expanding on the long-range shop” and “bringing on more employees before the fall.” He said his shop is unique because he has 10,000 square feet of showroom, none of his employees make commission and he has a women’s gun club.

Doug’s Shoot’n Sports, located at 4926 S. Redwood Road., is managed by Dave Larsen, the son of Doug Larsen, who opened the shop in 1974.

Dave Larsen said the store with seven employees saw an increase in sales in 2014 “because

the store was in transition.” He also increased by one employee that year. He attributes the ups and downs he’s seen in recent years to whoever is the president of the United States. He said that there was a “phenomenal spike” in 2012 after Barack Obama was reelected.

When asked about plans for expansion, Larsen explained that it would depend on “whatever happens politically.” He believes that one of the misconceptions about this industry is “it is full of money,” but that isn’t the case, he said.

Stuart Wallin, the owner of Get Some Guns and Ammo, said that while his sales went down this past year, it was only “marginally.” Wallin has stores in Murray, Layton, Tooele and Orem.

He said he had a “sales push” at the end of 2012 after the Sandy Hook shooting and in 2013 “sales were off of the charts.” However, after such high upswings, there was no growth for 2014.

Wallin has a staff of about 40 employees among his four locations. This number has stayed about the same this past year, he said. As for expansion, Wallin is

looking to do business in southern Utah.

Wallin said some people say that “guns are evil,” but according to him, “Guns aren’t the problem, it’s people; it’s a mental issue.”

Impact Gun’s director of operations, Craig Ball, said that business went up in 2014. The store is located at 4075 W. 4715 S., Salt Lake City, with two other locations in Ogden and Boise.

“What usually drives the spike is tragedy and elections,” said Ball. But outside of those factors, “Sales are normally steady.”

The firearms dealership opened in 1997 and it employs 47 among its three locations. This number has stayed about the same in the past year, according to Ball. The gun dealership does plans on expanding in the near future, but Ball did not want to give details.

Ball reiterated that every gun dealer must run background checks before selling firearms. He said the only loophole is when private parties sell guns to each other.

Utah firearms dealers seem to be in agreement that the future of gun sales in Utah has a lot to do with the political climate.

CAI*from page 1*

now will look like, decreased 1.2 points from May to June and currently sits at 105.8, which is still 10 points higher than its level a year ago. Opinions regarding business conditions in the next six months remained relatively steady from May to June. Thirty percent of consumers expect business conditions in their areas to be good six months from now, which represents no change from May or April, although a few more expect business conditions to worsen — 8 percent instead of 5 percent. Twenty-eight percent of consumers expect job availability to be plentiful six months from now, which is down one point from May. The biggest drop in expectations related to perceptions of household income growth. Only 31 percent, compared to 35 percent last month, expect their household income to be higher in six months than it is today. The majority of consumers (63 percent) expect their household income to remain the same.

Gasoline prices continue to increase, albeit slowly compared to growth rates earlier this year. Consumers’ expectations for gasoline prices are converging back

with historical trends as well. In June, 76 percent of Utahns reported expectations that gasoline prices will go up over the next 12 months, while 14 percent expect prices to go down. For comparison, in May 84 percent expected prices to go up, and 13 percent expected them to go down.

Sixty-six percent of consumers expect interest rates for borrowing money to increase during the next 12 months, which is up six points from May. Sixty-eight percent of consumers expect prices for consumer goods to increase in the next year, which is one point lower than in May. Attitudes about the nation’s economy are down slightly in June: 26 percent believe the U.S. economy will improve during the next 12 months, which is down from 31 percent in May. Fewer Utahns expect an investment in their 401(k) to increase in the next year — 42 percent instead of 44 percent. Twenty-seven percent expect their household income to increase faster than inflation, which is down 1 percent from May.

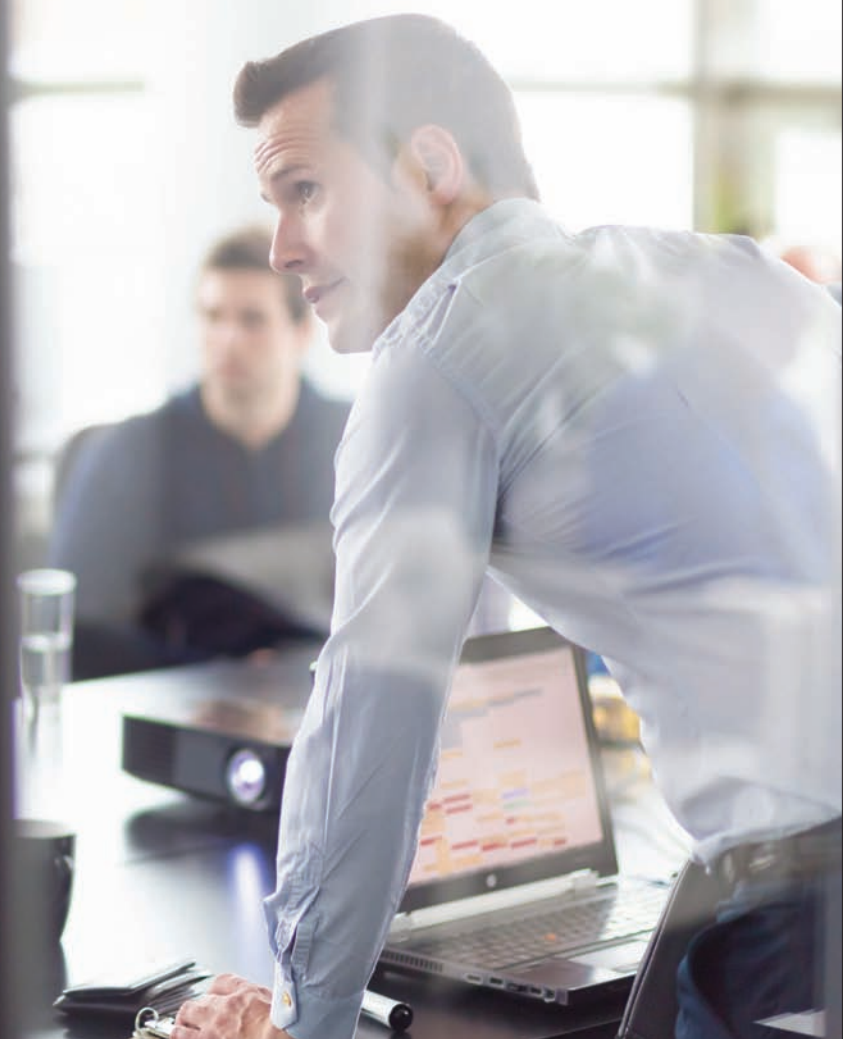
Analysis and data collection for the CAI are done by the Cicero Group, a market research firm based in Salt Lake City.

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BRIEFS

from page 7

CIO. He will continue his duties as an executive vice president focusing on strategy and execution of complex transactions, including acquisitions involving operating partnership units. Allen has been part of the company's management team since 1998, and has served as general counsel, chief legal officer (CLO) and CIO. The company has appointed **Joseph D. Margolis** as the CIO. He has served as a member of the company's board of directors since February 2005 and will resign from the board in connection with joining the company as CIO. Margolis also is resigning from the Audit Committee and the Compensation, Nominating and Governance Committee of the board. From 2011 until his appointment as CIO, Margolis served as senior managing director and partner at Penzance Properties in the Washington, D.C., metro

area. Previously, he was a co-founding partner of Arsenal Real Estate Funds from 2004 through 2011. Before forming Arsenal, Margolis held senior positions at Prudential Real Estate Investors from 1992 to 2004 in portfolio management, capital markets and as general counsel. Also, the company's board has appointed **Gary B. Sabin** to the board. Sabin has been active for over 35 years in the real estate industry. He has served as chairman and chief executive officer of Excel Trust Inc., a retail focused REIT, since its formation in December 2009. Since October 2003, Sabin has served as chairman, chief executive officer and president of Excel Realty Holdings. From September 2001 to October 2003, he served as co-chairman and CEO of Price Legacy Corp. Sabin's education includes a bachelor of science in finance from Brigham Young University.

• **Five Star Connect**, Spanish Fork, has changed its name to **ProNexis**. The company said the

new brand "represents the organization's focus to connect companies to customers, highlighted by the tagline 'connect with your market.'" The company was established in 2012.

SPORTS

• **Larry H. Miller Sports & Entertainment**, Salt Lake City, has appointed **Nate Randle** as senior vice president of marketing and **Bart Sharp** as vice president of marketing services. The department conducts organizational marketing for the Utah Jazz, Salt Lake Bees, EnergySolutions Arena, Fanzz Sports Stores, Megaplex Theatres, KJZZ 14 Television, The Zone Sports Network, Larry H. Miller Tour of Utah, Saxton Horne Communications, Miller Performance, Idaho Stampede and All-Star Catering. Randle has more than 15 years of sales and marketing experience, including 10 years of sports marketing. He most recently was vice president of marketing for Vivint. He worked

from 2010 to 2014 as Nike's North America brand director for men's athletic training and as marketing director for Nike Golf. He had a variety of positions from 2004-09 for the Callaway Golf Co. in California, culminating as senior manager of global integrated marketing. Randle earned his bachelor's degree in business finance from the University of Utah in 2001. Sharp worked for the Larry H. Miller Group of Companies as the vice president of buying and marketing for Fanzz in 2014-15 and as an account director for Saxton Horne from 2010-14, specializing on the Larry H. Miller automotive dealerships.

STARTUPS

• **Beehive Startups** has launched **StartStudio**, an early-stage startup studio that works with founders across the country to help develop new products and launch scalable technology companies. Companies accepted

into StartStudio receive up to \$100,000 in the form of a convertible note to work closely with an accomplished in-house team and a wide array of mentors to build a sustainable business worthy of long-term investment and top talent. StartStudio's partners include **Kickstart Seed Fund** and **Izeni**, a Provo-based design and software development firm. Beehive Startups announced that **Simple Citizen**, a startup hoping to simplify the immigration process, is the first company to be accepted into StartStudio.

TECHNOLOGY/LIFE SCIENCES

• **TreeHouse Interactive**, Salt Lake City, is changing its name to **Impartner**. The company is focused on partner relationship management (PRM) SaaS technology and offers the Impartner PRM solution. The change, it said, is "a reflection of the partner portal and PRM's key role in imparting critical information to partners."

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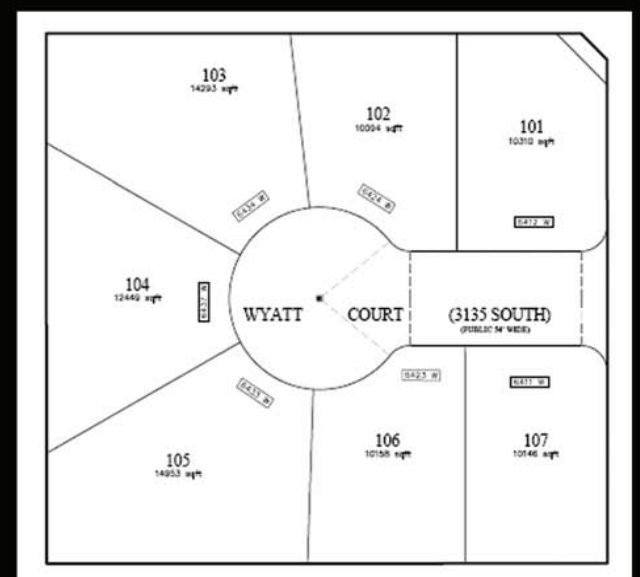
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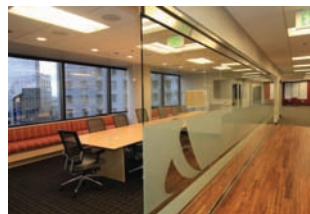
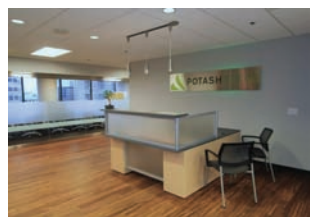
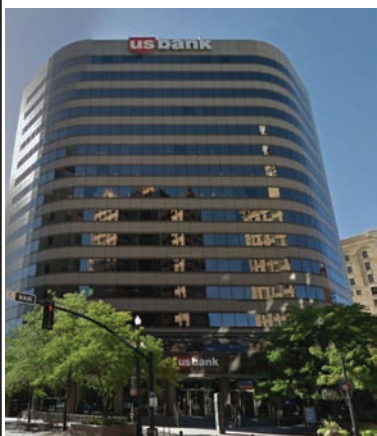
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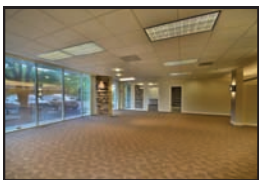
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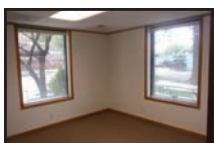
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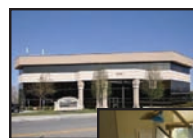
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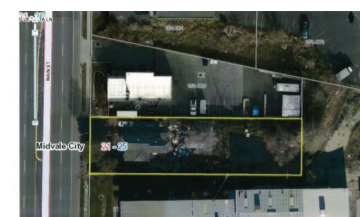
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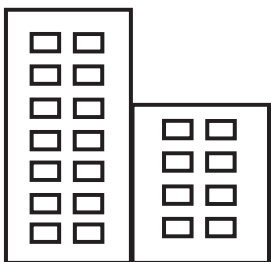


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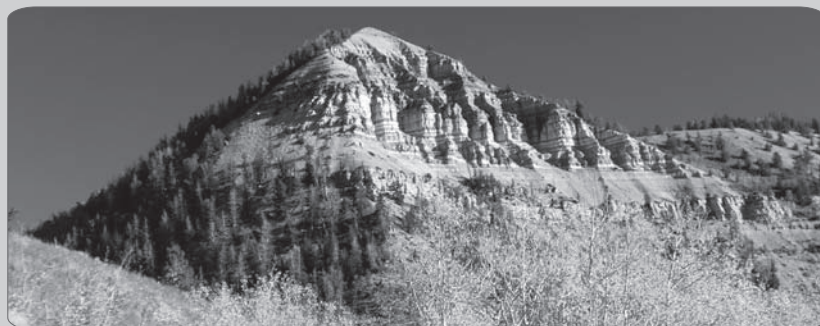
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