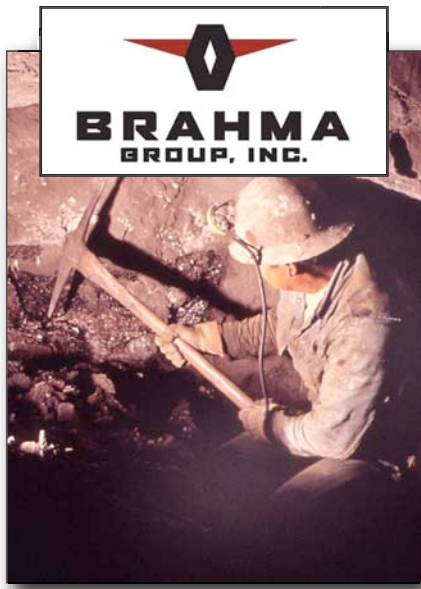


Focus

MINING

Page F1

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How's the economy? Look to small-business optimism

Brice Wallace
The Enterprise

How's the U.S. economy? Many people look at the stock market as the main gauge. Others look at interest rates. Some look at unemployment figures.

Miles Gordon looks at those, and a few more. The chief executive officer of Gordon Group Associates and the former CEO of ING Advisors Network and chairman of Financial Network Investment Corp. also keeps his eye on small-business optimism.

And that component of the economy has been on the rise since 2009.

"Watch small business," Gordon told a crowd in Ogden last week at the fifth annual Economic Outlook Breakfast, presented by Bank of Utah. "That will be a good clue as

to what's happening out there, because you are the bread and butter, you're the sort of the 'guts' of the economy."

Small banks also are good economic barometers — if small business' optimism is good, small banks' will be, too. The same is true if optimism is bad, Gordon said.

"If he wants to lend, that's good. If he doesn't want to lend, that's bad. Watch small banks. Don't watch the big ones, because the big ones are so diverse and you never know which way they're coming. Watch the smaller banks because they are the heart and soul of the country, as are the small businesses, and right now it's optimistic. That's good. Don't buck the

see **ECONOMY** pg. 5



Don Roundy of Roundy Custom and Repair says people are seeking out cobblers in an effort to make boots and shoes last longer.

SunEdison bringing three more major solar installations to Utah

SunEdison Inc., the world's largest renewable energy developer, has announced that it has signed agreements to construct and install three new utility-scale solar power plants in southern Utah with a total capacity of 262 megawatts. PacifiCorp, the parent company of Rocky Mountain Power that serves 1.8 million residential, commercial and industrial customers, will purchase the electricity through three 20-year power purchase agreements.

PacifiCorp's purchase agreements and the price of the electricity will be determined by the utility's costs to purchase or generate the power from other resources, known as "avoided cost." The contract will be approved by the Utah Public Service Commission to ensure a fair price for PacifiCorp customers.

"This is a great day for Utah," said Paul Gaynor, executive vice president of North America Utility and Global Wind at SunEdison. "These solar power plants will create jobs and provide valuable tax revenue to the people of Utah — they are a testament to the contribution solar can make to our energy future. We thank our local partners in Beaver and Iron County

for hosting these projects and we look forward to continued development in the state."

The three solar power plants will be located in Iron County and include the 63 megawatt Granite Mountain Solar West plant, the 100-megawatt Granite Mountain Solar East plant and the 99-megawatt Iron Springs Solar plant. Construction of the power plants is expected to begin this fall, with commercial operations expected in 2016.

SunEdison has made a major commitment to Utah, with more than 720 megawatts of solar energy in development and 306 megawatts of wind power operating in the state. SunEdison's other solar projects in Utah include the 22.6-megawatt Seven Sisters, the 420-megawatt Four Brothers and 22 megawatts of smaller projects. Together, these projects will create more than 800 local construction jobs in Utah.

SunEdison manufactures solar technology and develops, finances, installs, owns and operates wind and solar power plants worldwide. Corporate headquarters are in the St. Peters, Missouri.

Utahns seek shoe repair to economize

Sheena Steedman
The Enterprise

For those among us who don't believe that shoe repairmen still exist in the Salt Lake City area, they do. And actually several of their businesses are thriving.

One of the businesses that's doing favorably is Michael's Expert Shoe and Boot, located at 3580 S. Redwood Rd. in Salt Lake City. Owner Michael Gustafson said his business has been "increasing steadily." He attributed his success to the demand for alterations of prescription therapeutic footwear.

The 14-year-old shop is run by Gustafson by himself, which is normal for Salt Lake City cobbler shops. Most have

see **COBBLERS** pg. 12



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Incentive brings 'The World's Fastest Indian' director back for new Utah project

The Utah Film Commission has announced that the Governor's Office of Economic Development (GOED) board approved film incentives for four projects, including an independent feature "It's Family." Roger Donaldson, who is returning to Utah, will direct the production beginning in July.

"It's not uncommon for film-

makers to return to Utah for other projects," said Virginia Pearce, director of the Utah Film Commission. "We do everything we can to make the production experience a positive one and it certainly helps that Utah really does have it all: the scenery, the infrastructure and the state-wide support."



Roger Donaldson

Projected in-state spending for "It's Family" is \$5 million, and the production will hire 124 local cast and crew along with 800 extras. The GOED board approved the production for a maximum tax credit of \$1.25 million, which represents 25 percent of the dollars left in the state.

Donaldson's directing credits include "No Way Out" (1987), "Thirteen Days" (2000) and "The November Man" (2014). This will be his second feature in Utah, with the first being "The World's Fastest Indian" (2005). Celebrating its 10th anniversary this year, "The World's Fastest Indian" was the first project ever to receive a Utah

film incentive in 2004.

"Roger and I look forward to working again in Utah with longtime friends and filmmakers," said John Kelly, "It's Family" producer. "I have come back time and time again for the crews, infrastructure, locations and overall support for the local film industry." Kelly has produced five other feature films in Utah.

"It's Family," along with the three other productions approved by the board, will have a combined projected in-state spending of \$6.2 million and will hire 260 local cast and crew. The other projects expected to start production in the coming months include the following:

- Into the Mystic LLC will begin production in early May on its independent drama by local director Isaac Halasima. Into the Mystic will hire an estimated 34 cast and crew. The GOED board approved a maximum tax credit of \$58,433, which represents 20 percent of the dollars left in the state.

- SW Film Partners LLC was set to begin preparation on its musical feature "Saturday's Warrior" in early April, with filming taking place in August. Directed by Michael Buster, the production will employ an estimated 38 people as cast and crew. The production has been approved for a maximum tax credit of \$120,940, which represents 20 percent of the dollars left in the state.

Riot LLC will begin principal photography in early April on an independent feature drama by John Lyde, a Utah-based director. Riot will hire an estimated cast and crew of 64 and has been approved for a maximum tax credit of \$55,680, which represents 20 percent of dollars left in state.

"The last two months have shown a marked increase in the number of both larger and smaller film producers interested in coming to Utah," said Bryan Clifton, owner of a Salt Lake City-based film equipment rental house, Redman Movies and Stories. "There's been a new spotlight shining on Utah's film industry, and it's thanks to a team effort between businesses and government in the state. Utah has long-term film incentives, we have invested in the state's excellent infrastructure and through collaboration, we've stuck it out through tough economic times. It's all beginning to pay off, and local companies like mine truly benefit from it."



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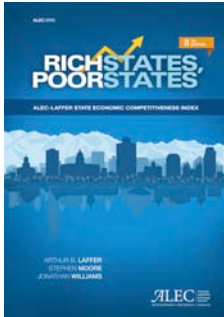
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Utah solidifies 'Rich States' competitiveness ranking

Utah ranks first for its economic competitiveness, solidifying its ranking from last year, according to the newest edition of the "Rich States, Poor States" report released by the American Legislative Exchange Council.

Utah ranks first thanks to its low personal income tax, its low corporate income tax rate and the lack of an inheritance tax. Utah is followed by North Dakota, Indiana, North Carolina and Arizona.

"For the eighth consecutive year, Utah has earned the top spot in our economic outlook rankings. By keeping taxes and spending at reasonable levels, and reforming their pension system, Utah's economic outlook remains tremendously positive," said Jonathan Williams, vice president of the Center for State Fiscal Reform at the American Legislative Exchange Council and co-author of report.



"Keeping state spending at a responsible level has allowed us to keep taxes low and make sure that Utah's families and citizens are able to save and invest more of their own money. Being fiscally responsible with our state budget and tax code has allowed Utah to maintain the top spot in the annual 'Rich States, Poor States' report for the 8th year in a row," said Utah Senate President Wayne Niederhauser.

"Rich States, Poor States" examines the latest trends in state economic growth. The data ranks the 2015 economic outlook of states using 15 equally weighted policy variables, including various tax rates, regulatory burdens and labor policies. The eighth edition examines the trends over the last few decades that help or hurt states' rankings, and states with low tax rates and right-to-work laws are more likely to have a better economic outlook.

Organizations form drone advocacy group

Rocky Mountain Unmanned Systems, in cooperation with the Governor's Office of Economic Development (GOED), Utah Valley University and the Utah Film Commission, have united to form the Mountain West Unmanned Systems Alliance (MWUSA).

The organization's main goal is to establish Utah as a viable hub for commercial use of unmanned aerial systems, or drones, according to a release from GOED.

"We want to make the state of Utah the example of responsible commercial use of unmanned aerial systems," said Ryan Wood, marketing manager of Rocky Mountain Unmanned Systems and president of the MWUSA. "There are so many applications for these vehicles that can have an immediate impact on the local economy and public safety in general."

On Feb. 15, the FAA released a Notice of Proposed Rule Making (NPRM) to change the current



FAA rules and regulations to allow commercial operations for small unmanned aerial systems (sUAS) under 55 pounds. This long anticipated NPRM for sUAS is a major shift in the FAA's present policy on unmanned aerial systems, which prevents commercial use of unmanned aerial systems in all but a few specific instances.

When the proposed rules go into effect, the FAA will allow licensed unmanned aerial systems operators to conduct commercial flights with vehicles under 55 pounds as long as several guidelines are followed, such as a ob-

serving a flight ceiling of 500 feet above ground level and keeping the vehicle within the operator's line of sight.

According to *Forbes* magazine, the unmanned aerial systems industry will have a \$13.6 billion economic impact within three years of adoption of the proposed FAA rules. A large amount of that impact will be to the benefit of entrepreneurs and small-business owners.

MWUSA membership includes several local film and video production companies in addition to the founding organizations.

MWUSA board member Marshall Wright of GOED said that MWUSA is currently reaching out to qualified local public agencies, educational institutions and private companies for membership opportunities to the MWUSA.

"With the number of potential commercial and public safety applications of unmanned aerial systems, there are so many businesses and organizations that can benefit. We're excited to be at the forefront of this upcoming industry," said Wright.

Reports: SLC commercial real estate still booming

Salt Lake City's real estate markets have been booming in the early part of 2015, according to reports from a pair of companies.

CBRE says the commercial real estate market began the year "on a high note, as strong performance continued across all segments." Meanwhile, Newmark Grubb ACRES' first-quarter report reflected strength in the industrial, office, retail and investment markets.

The office market reflected the positive conditions in the local economy, CBRE said, with growth in the office-using sectors of professional and business services and finance of 3.4 percent and 3.8 percent, respectively. The segments' growth is creating a "robust" leasing market, it said.

Clients are telling CBRE that they are focusing more on talent attraction and retention, and they consider real estate to be an area where advantage over their competitors can be gained.

"Tech companies have certainly been leading the charge for creative office space," said Scott Wilmarth, CBRE senior vice president. "However, other industries have now begun to follow their lead. In the recent past, certain types of space have appealed to businesses which seek to differentiate themselves by creating workspaces that are attractive to employees."

Other market indicators performed well in the quarter, with overall vacancy falling 70 basis

points, positive net absorption totaling 244,134 square feet, and 1.5 million square feet of new office space being under construction.

Newmark Grubb ACRES said the Salt Lake City office market ended the first quarter with a vacancy rate below 10 percent for the first time in more than a decade, at 9.6 percent. Landlords thus were able to increase average asking rates by \$1.58 per square foot, up 7.6 percent from a year earlier.

To meet demand for quality space, more than 1.4 million square feet of Class A space is under construction and expected to be completed this year.

"Despite this new product coming on line, we anticipate lease rates will continue to increase, especially on quality Class A space," it said. "The continued strong demand for office space will lead to positive absorption in the newly delivered space and leave the office supply still short of the demand."

The industrial market also continued to perform well in the first quarter, limited only by a lack of quality supply, Newmark Grubb ACRES said. But optimism remains strong, and developers will deliver more than 2.7 million square feet — mostly bulk distribution. "As small increment space continues to be absorbed, average rental rates will increase

UofU to offer gaming degree

The Eccles School's Sorenson Center for Discovery and Innovation at the University of Utah is partnering with Chung-Ang University to create a digital gaming and engagement research and development center at the UofU campus in Songdo, South Korea. The center will also bring its gaming expertise to the game-loving culture of South Korea by creating the first-ever joint international MBA and Master's of Entertainment Arts and Engineering degree.

Chung-Ang University led a delegation of Korean VIPs, including Jin-ye Shin, a member of the South Korean National Assembly, to participate in this year's Games4Health Challenge, where students from two Korean universities participated with others students from around the world. Dr. Youngjeen Choe, vice president of international affairs at Chung-Ang University, led this delegation in its visit to the U. campus to sign an agreement with UofU President David Pershing to create the gaming center in South Korea.

The center will teach graduate courses on digital gaming from both the technical and business perspectives, including game development and innovative gaming business model strategies. It will also offer executive education courses in business, innovation

and entrepreneurship that focus heavily on digital engagement and digital business model innovations.

This fall, the UofU will become the first university to offer a joint MBA/MS EAE in the U.S. The new Korean center also will offer the degree, making it the first international MBA/MS EAE degree.

In addition, the center will conduct academic research focused on neurogaming in order to better understand how digital gaming and digital engagement impacts our mental, emotional and physical behaviors and physiology.

"We will use fMRI (Functional Magnetic Resonance Imaging) technology to understand the impact of digital games and technology on our brains and minds similar to how neuromarketing research does this to understand how to improve marketing campaigns and messages," said Chris Wasden, executive director of the Sorenson Center for Discovery and Innovation. "Through novel uses of fMRI, we will be able to see how digital games engage various areas of the brain, and by so doing can identify which games create various types of social, emotional, mental and physical impacts, benefits and damage on people."

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Zions seeks 'Smart Women'

Zions Bank is accepting applications for its 2015 Smart Women Grants, open to anyone whose proposal promotes the empowerment of women or directly benefits women or low-income and underserved populations in Idaho and Utah.

Six \$3,000 micro-grants will be awarded, one in the categories of small-business start-up and expansion, community development, continuing education and teacher support, child and/or elder care, health and human services and arts and culture.

Applicants need not be clients of Zions Bank, nor are they required to be residents of Idaho or Utah. Employees and immedi-

ate family members of Zions Bank and its affiliates are not eligible.

"The Smart Women Grants are an extension of our ongoing commitment to empower women in achieving financial independence," said Lori Chillingworth, executive vice president of Zions Bank's Small Business Division. "Our goal is to bolster the efforts of everyday heroes who strengthen our communities in so many ways by sharing their time and talents."

Application information is available at www.zionsbank.com/smartwomen. Applications must be received or postmarked by July 6. Grant recipients will be announced in September.

REAL ESTATE

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in 2015," the company said.

Bulk distribution accounted for more than half of the total square footage leased in the first quarter in the industrial market, and nearly 64 percent of total dollar volume. Pent-up demand for space unavailable in 2013 resulted in year-over-year bulk distribution square footage leased almost doubling, and total leased square footage grew 34 percent. Net absorption was 199,294 square feet, but the supply-constrained market limited absorption, resulting in a 62 percent decrease from the 2014 first quarter.

CBRE said the first quarter "was one of the strongest starts to any post-recession year" for the local industrial market, with completions, transaction activity and absorption rising significantly from a year earlier and reflecting "a healthy, expanding market."

The company said 1 million square feet of industrial space completed construction in the most recent quarter and 1.9 million square feet remains under construction.

"Industrial demand has been steady," said Rad Dye, CBRE senior vice president, noting that leasing activity grew 70 percent during the quarter to reach more than 1.1 million square feet. "As we get farther and farther away from the recession, the industrial market continues to steadily strengthen."

The retail market followed a strong 2014 with a similar 2015 first quarter. CBRE said retail construction completions matched nearly half of 2014's total. "This is in contrast to the country as a whole, which is seeing record lows in new retail construction," its report said.

"There are three significant factors contributing to construction completions in the Salt Lake market," said Russ Harris, CBRE

vice president. Utah's fast-growing population spurs retail demand around residential areas, growth in high-density employment centers creates demand for quick-serve restaurants, and demand for high-quality space is leaving second-generation properties less desirable by the current tenant base.

CBRE also noted that the food-services industry growth is expected to continue throughout this year. Significant growth has taken place with grocery-anchored centers, fast-food restaurants and quick-service restaurants.

Newmark Grubb ACRES said the retail market had its lowest vacancy rate in over seven years, 7.3 percent, and a 9 percent increase in year-over-year rates, at \$16.07 in the first quarter.

"The low vacancy, higher lease rates and continued low borrowing interest rates have all sparked an increase in retail investment sales, up 93 percent year over year," the company said. "This high demand has driven cap rates to a low of 7.21 percent over the last 12 months."

The investment market in 2014 and in early 2015 witnessed increasing and continued confidence that investors have in the Utah market, Newmark Grubb ACRES said. Cap rates hit an all-time low in the first quarter, led by the industrial component dropping almost a full point and pushing price limits. Multifamily continued to have the lowest average cap rate, at 5.72 percent, which was more than 1.25 points lower than any other category.

"With interest rates still at a historic low and lending institutions flush with cash, investors will continue their aggressive purchasing in 2015," the company said. "Retail and multifamily will both remain desirable assets. Office and industrial product will see increased investor attention this year. Utah's strong economic fundamentals will continue to attract investors and maintain current cap rate trends across all market segments."

ECONOMY

from page 1

trend.”

Gordon himself spoke in optimistic terms about the U.S. economy over the next year or so. There is no looming recession, so he said he expects the economy to continue to grow, if slowly. Interest rates have bottomed out and will likely rise, but later and more slowly than many people are predicting. And the stock market, in a bull state for its sixth year, is in the fifth or sixth inning of a nine-inning ball game, he said.

A quick raise-your-hand survey of the Ogden crowd indicated the group is bullish about the stock market. And while Gordon said most bull markets usually last six years, “there’s no reason for this to have to end.” The market tends to rise when negativity seeps in, and he contends there is still “a wall of worry out there.”

“As soon as it’s a wall of worry, the stock market will go up, and I think we’re in the fifth or sixth inning of it, not necessarily the beginning of it but we’re not near the end of it, either. So I think that ’15 and ’16 are going to be pretty good,” he said.

Much of Gordon’s talk focused on interest rates. While many predictions a few months ago pegged June as a time for the Federal Reserve to boost rates, now only a minority see an increase happening then, mostly because of last month’s weak employment figures, he said.

Still, most followers see an increase happening by year-end. He does not. It could happen in 2016, but if it doesn’t happen in that year’s first quarter, it’s unlikely to happen until 2017 because the Fed will “probably just stay out of the fray” of the 2016 general election.

“If there is a rate [increase], it’s not going to be much. A quarter, maybe half a point, but that’ll be about it,” he said.

As for other economic gauges, Gordon suggested people watch:

- Long-term bond rates because the Fed usually adjusts the interest rates accordingly.

- The unemployment rate, although today’s lower rate could

change because of the high percentage of lower-paid or unskilled workers that most vulnerable to layoffs.

- The performance of the dollar, which has surged the past nine months compared with the euro.

- Oil prices. Low prices are good for consumers because they allow for cheaper gas and heating and better buying power for imports, but they are bad for multinational companies’ earnings and contribute to unemployment in oil-producing states.

- The number of people quitting their jobs. If both job openings and “quits” are rising, it’s because people believe they can get a better job, an indicator of a stronger economy.

- Consumer confidence, which has been rising since mid-2011. “Watch the trends. As long as those trends are upward, the economy is going to do pretty well and the stock market will go with it,” Gordon said. “You can’t watch it month-to-month, but watch it over a three-month period and that will give you a good clue of what’s out there.”

Other factors aiding a strong U.S. economy are two major shifts. One is a move away from oil-dependency, as the U.S. is now the world’s top oil producer. The other is a return of manufacturing to the U.S., prompted by rising wages elsewhere, U.S. quality being perceived as better than its competitors’, and cheaper transportation costs.

On the political front, Gordon noted that the U.S. economy typically has fared well during presidents’ second terms, during the third year of a presidential term, and when there is a Democrat president and Republican Congress.

Gordon had high praise for Utah’s economy, calling the Wasatch Front “a great place to do business.” It has a highly educated workforce, good weather, no union problem, diversity, lots of energy resources without having the state be too dependent on them, and a government “that seems to want to work with business.”

“That is about as good as it gets,” Gordon said. “You can go just almost anywhere in the country and there’s always some problem. You don’t have that problem. ... You’re in good shape.”

Davis Chamber sets B2B Expo

The Davis Chamber of Commerce will host its eighth annual Business to Business Expo on April 22 from 1-5:30 p.m. at the Davis Conference Center in Layton.

Admission to the expo is free and businesses and the public are invited to attend. Attendees will have the opportunity to network, learn about local businesses, sample food from local restaurants and win prizes. Exhibitor booths will be open to the public from 2-5:30 p.m.

Utah Lt. Governor Spencer Cox will be the keynote speaker at a free hour-long seminar at 1:00 p.m.

“It is quite an honor to have Spencer Cox speak to the Davis Chamber and members of our community. Utah has one of the very best economic records in the country. We are proud of that fact while realizing that we have much further to go and that our job is never done.” said Davis Chamber of Commerce president Angie Osguthorpe.



Concrete: No longer gray and boring

In this economy, many homeowners are scaling back on remodeling expenses and forgoing some of their dream projects. But if your dream is to boost the curb appeal of your home by installing water-wise landscaping or pouring a fabulous decorative concrete driveway, here are some suggestions.

Decorative concrete designs are one of the hot new trends for concrete patios, floors, entryways, driveways, pool decks, garage floors, tennis courts and more. From expansive new homes with elaborate concrete driveways to budgeted one-room remodels showcasing a stunning, stained concrete floor, the attraction is continuing to grow when it comes to using concrete for decorating.

Concrete is no longer gray and boring. It is now thought of as a beautiful decorative element that adds a vibrant, distinctive and custom touch. Colored and stamped concrete can transform traditional gray concrete into expensive slate-looking patios, warm brown floors, customized curbing, etc.

Exposed aggregates are also an exciting and cost-effective finish that allows consumers to achieve spectacular effects by exposing decorative rocks and unlimited texture and color variations.

Xeriscaping

Xeriscaping is a water-wise landscaping strategy that allows you to create and maintain a varied, colorful, even lush garden and yard while reducing water needs as much as 70 percent.

Xeriscaping is an initial investment that will last several years if you do it right.

- Tear up grass and level your soil.
- Cover with a weed barrier.
- Cover with a beautiful design of decorative rock and native plants that need little or no watering.
- Rocks are low maintenance, just use the leaf blower every couple of weeks to blow off silt and debris.
- The average cost of replacing bark over three year’s time is equal to the initial cost of decorative rock.

Water Features

There are few things that can transform your landscape like a water feature. Whether it is a dramatic waterfall, a quiet pond or a disappearing pondless waterfall, you may find the advice and materials to create a waterscape that can add a calming, natural sound and interest to your yard.

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Industry Briefs

ASSOCIATIONS

• **Alan Anderson** has announced that he will step down as president and chief executive officer of the **Salt Lake County Business Alliance** after serving for 14 1/2 years. He has led the organization since it was known as the West Valley-Taylorville-Kearns Chamber of Commerce and later as ChamberWest. The alliance's board of directors will direct the organization beginning May 1 until a new leader is named.

BANKING

• **Chase Bank** has hired **Keler Soffe** as its Utah SBA specialty finance officer. Soffe previously worked 10 years as a loan officer and vice president at Mountain West Small Business Finance.

• **Zions Bank**, Salt Lake City, is accepting applications for its **2015 Smart Women Grants**. The grant program is open to anyone whose proposal promotes the empowerment of women or directly benefits women or low-income and underserved populations in Idaho and Utah. Micro-grants of \$3,000 each will be awarded in the categories of small-business start-up and expansion, community development, continuing education and teacher support, child and/or elder care, health and human services, and arts and culture. The application deadline is July 6. Grant recipients will be announced in September. Applicants need not be clients of Zions Bank, nor are they required to be residents of Idaho or Utah. Employees and immediate family members of Zions Bank and its affiliates are not eligible. Details are available at www.zionsbank.com/smartwomen or (800) 737-6586. Since the program began in 2005, Zions Bank has awarded \$199,347 through the Smart Women Grants.

CONSTRUCTION

• **Steel Encounters**, Salt Lake City, has hired **Jake Wagner** as project manager and **Rodrigo**

Gonzalez as project engineer. Wagner, formerly with a prominent glass and glazing company in New Mexico, joined the Salt Lake City architectural project management team. He earned a bachelor's degree in construction management from Brigham Young University. Gonzalez joined the company's engineering department. He has more than 14 years of experience in the commercial glass and glazing industry.



Jake Wagner



Rodrigo Gonzalez

ENERGY/NATURAL RESOURCES

• **Ambre Energy North America Inc.**, Salt Lake City, has changed its name to **Lighthouse Resources Inc.** The privately held company said the new name "is a reflection of the company's core business strategy, focused on resource management and infrastructure projects." Lighthouse owns and operates two thermal coal mines in and around the Powder River Basin: the Decker mine in southeast Montana and the Black Butte mine in southwest Wyoming. It also is developing port export facilities in the Pacific Northwest. Last year, Ambre Energy North America Inc. separated from its Australian parent company, Ambre Energy Limited, when longtime investor Resource Capital Funds became the majority owner of Ambre Energy North America Inc.

ENVIRONMENT

• **Station Park**, Farmington, will have a couple of activities to mark Earth Day. The **Harmons** at Station Park will host an Earth Day Recycling Extravaganza from 11 a.m. to 5 p.m. April 22. It will include mattress recycling, courtesy of **Spring Back Utah**, for \$10 for any mattress/box spring set and \$5 for single pieces; paper recycling free with **Certified Shred/Western Records** (limit one box of paper per person); car seat and bike helmets collected by the **Safe Kids Davis County** program; and clothing/textiles recycling (any clothing accepted and benefiting **Big Brothers, Big Sisters of Utah**). **Coldwell Banker** will host a Shred-It event from 10 a.m. to 1 p.m. April 25, in the parking lot between Harmons and The Gym at Station Park. People can dispose of documents, magazines, CDs, DVDs and videos at no charge.

GOVERNMENT

• **Bevan K. Wilson** has been appointed by Gov. Gary Herbert to the **Governor's Office of Economic Development (GOED)** board of directors. A resident of



Bevan Wilson

Huntington, Wilson has experience in business ownership and ranching. Most recently, he served on the Utah State Transportation Commission. In addition to that, Wilson served 12 years on the Community Impact Board, three terms as the Emery County commissioner, one year as president of the Emery County Chamber of Commerce and many years as a member of the chamber. He also served as chairman of the Emery County Democratic Party, of which he is a current member.

HEALTHCARE

• **Nu-Med Plus Inc.**, Salt Lake City, has appointed **Dr. Brett J. Earl** to its board of directors and



Dr. Brett Earl

also as an officer of the company. After practicing emergency medicine for many years, Earl opted to study and practice functional medicine in Bountiful. He currently serves on several medical boards in Utah.

MEDIA/MARKETING

• **Cumulus Media** has hired **Rick Vaughn** as program director of KBER ("K-Bear") and KHTB



Rick Vaughn

("The Alt") in Salt Lake City. Vaughn succeeds KBER/KHTB PD **Sue Kelly** and KENZ/TRAX PD **Mike Parsons**. Also, **Dain Craig**, program director of KBEE ("B98.7") will take on the programming of KENZ/TRAX-FM. Vaughn programmed contemporary and rock stations for iHeart Media/Clear Channel for 15 years in several markets. Most recently, he was principal of Aim, Ready, Fire LLC, a consultancy focused on talent coaching and radio branding across multiple formats.

• **Struck**, Salt Lake City, has hired **Jen Luecht** as marketing manager, **Rikki Teeters** as senior user experience lead and **Jimmy Carson** as copywriter. Luecht's



Jennifer Luecht

experience includes work in digital marketing, brand strategy and media relations. She began her career as communications manager for the Portland-based coffee roaster Sisters Coffee Co. and went on to work in public relations for Koopman Ostbo Marketing and Communications. Teeters has conducted user research, usability testing and user-centered design practices to create experiences for Fortune 500 companies, international brands and start-ups. Carson will be in Struck's Portland office, a city where he began his advertising career with Wieden+Kennedy in 2008.



Rikki Teeters



Jimmy Carson

OUTDOOR PRODUCTS/ RECREATION/SPORTS

• **Snowbasin** and **Telluride Ski Resort** have announced a partnership for the 2015-16 winter season. Snowbasin Resort premier season pass holders will now be able to experience three free days of skiing/snowboarding at Telluride Ski Resort and the same for Telluride full-season pass holders at Snowbasin during that ski season. Both resorts will have blackout dates for the exchange during holiday seasons. Combined, the resorts have more than 5,000 acres for skiing and snowboarding, 29 lifts and 6,800 vertical feet of lift-served terrain.

PHILANTHROPY

• **Weber State University** interior design students will auction vintage chairs April 24 beginning at 6 p.m. at the Copper Nickel, 2450 Grant Ave., Ogden, during the fourth annual "Charitable Chair" event. Proceeds will benefit the **Boys & Girls Clubs of Weber-Davis** and the **WSU Interior Design Scholarship** fund. In an effort to combine curriculum with community outreach, interior design majors must find chairs with significant historical style. The students select finishes and materials to restore or create pieces that are structurally sound, well-crafted and an accurate representation of the time period's style. As part of the process, students solicit community sponsorships of services, products and funds to aid in the restoration. Tickets for the evening are \$15

and can be purchased at weberstaticket.com until the night of the event. The chairs will be sold at auction to the highest bidder. At 6 p.m., a silent auction of seven chairs will take place, followed by a live auction of 19 chairs at 8 p.m. Chairs can be viewed in a photo gallery online at weber.edu/interiordesign/charitable_chair.html. People unable to attend but want to submit bids can email kristenarnold@weber.edu.

• **Vail Resorts** has announced the winners of the **2015 Epic Ski Challenge**, resulting in a total of \$400,000 donated by Vail to charities in Utah and Colorado. The challenge took place over three months at nine of Vail Resorts' facilities in Utah, Colorado and Lake Tahoe. Twenty teams led by business and civic leaders in Utah and Colorado competed. The top three Utah teams are first-place winners from **Alliance Health**, which resulted in a \$50,000 donation to **Birch Creek Service Ranch**; second-place winners from **Clyde Cos.**, a \$30,000 donation to **Maliheh Free Clinic**; and third-place winners from **Ancestry.com**, a \$20,000 donation to **Primary Children's Hospital Foundation**. Each of the other competing Utah teams received \$7,000 donations, with the money benefiting **Big Brothers Big Sisters of Utah**, **Birch Creek Service Ranch**, **Boys Scouts of America-Great Salt Lake Council**, **Downtown SLC Presents**, **Kimball Arts Center**, **Maliheh Free Clinic**, **Primary Children's Hospital Foundation**, **Summit County Children's Justice Center**, **University of Utah Young Alumni Association Scholarship Fund** and **Utah Open Lands**. The **KeyBank** of

see BRIEFS next page



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1125 Legacy View Street, Salt Lake City, UT 84104

Industry Briefs

Utah team also received an additional \$1,000 grant for winning the Epic Ski Challenge Closing Ceremony drawing.

RECOGNITIONS

Several Utah mining and manufacturing companies were honored with **Safety Awards** during the fourth annual Mining & Manufacturing Safety Conference, sponsored by the Utah Mining Association and Utah Manufacturing Association. **Utah Mining Association Safety Award** recipients are **American Gilsonite Co.**, **Canyon Fuel Co.** (separate awards for the Dugout Canyon Mine, Skyline Mine and SUFCO Mine), **CS Mining LLC**, **Energy Fuels Resources** (White Mesa Mill), **Energy West** (Cottonwood Coal Blending

& Prep), **Holcim** (Devil's Slide Plant), **Lisbon Valley Mining Co.** (Lisbon Valley Mine), **Rio Tinto/Kennecott** (separate awards for the Bingham Canyon Mine, Copperton Concentrator,



and Tailings & Water Service), **Ames Construction Inc.**, **Bodell Construction Co.**, **Brahma Group Inc.**, **Granite Construction**, **Komatsu Equipment Co.**, **National Exploration** (Wells and Pumps), **Norwest Corp.**, **Terra Engineering & Construction LLC**, **W.W. Clyde & Co.** and **Wheeler Machinery Co.** Among **Utah Manufacturers Association Safety Award** winners are **Merit Award** winners **Actavis Laboratories UT Inc.**, **Dunford Bakers** and **Simon Transport**. **Excellence Award** winners are **American Equipment Inc.**, **Autoliv Inc.**, **Circle Four Farms/Murphy Brown LLC**, **ConAgra Foods** (Lofthouse), **Genco/Hershey**, **Hunt Electric Inc.**, **Exelis Inc.**, **May Foundry & Machine Co.**,

Mechanical Service & Systems Inc., **MOM Brands**, **Norbest**, **Owens Corning Nephi Utah** and **Usana Health Sciences**.

The **Building Owners and Managers Association (BOMA) of Utah** has announced winners of the **2015 Outstanding Building of the Year Regional TOBY Award**. The Pacific Northwest Region consists of other BOMA local organizations from Alaska, Oregon, Washington and Idaho. Utah TOBY regional award winners are **Lone Peak Center**, with property manager John Barlow with Transwestern Commercial Services, in the **Under 100,000 Square Feet** category; **Cottonwood Corporate Center**, with property manager Molly Westbrook with Commonwealth

Partners, in the **Suburban Office Park-Mid Rise** category; and **River Road Clinic**, with property manager Larry Knowlden with Intermountain Medical Group in the **Medical Office Building** category. The winners were recognized for excellence in office building management and operations in specific categories of building size or type. Judging is based on community impact, tenant/employee relations programs, energy management systems, accessibility for disabled people, emergency evacuation procedures, building personnel training programs and overall quality indicators. They will advance to the BOMA International TOBY competition in Los Angeles on June 30.

MEIER'S CATERING MENU

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Pasta Shrimp Salad	Meier's Homemade Potato Salad
Utah Corn on the Cob <i>(seasonal)</i> <i>Cooked on site</i>	Glazed Orange Rolls
Ice Cold Lemonade	Brownie Sundae <i>Brownie, vanilla ice cream, covered with deep rich chocolate sauce</i>
Bar-B-Que Boneless	



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Dutch Oven Bar-B-Que Chicken/Ribs <i>Potatoes Au Gratin Peach Cobbler Cooked in Dutch Ovens</i>	Tri Tip Roast/Marinated <i>Grilled Chicken Breast Grilled on site</i>	Chuckwagon-K-Bobs <i>Beef & Chicken-K-Bobs w/fresh vegetables Grilled on site</i>
Top Sirloin <i>10 oz. USDA Choice Top Sirloin Steak Baked Idaho Potato Grilled on site</i>	Pork Back Ribs <i>Smoked with Applewood Marinated Grilled Chicken Breast</i>	Boneless Ribeye Steak <i>10 oz. USDA Choice Boneless Boneless Ribeye Steak Baked Idaho Potato Grilled on site</i>

Call for complete menus and pricing: 801-278-4653





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Calendar

April 20, 5:30 p.m.

Business After Hours, a Murray Area Chamber of Commerce event. Location is Olympus Hills Lanes, 4015 S. Wasatch Blvd., Holladay. Cost is \$10 for three games (includes shoes). Chamber membership is not required. Details are at murraychamber.org.

April 21-24

State of Utah Trade Mission to Japan, an activity coordinated by the Governor's Office of Economic Development (GOED), in partnership with the World Trade Center Utah and with the support of the U.S. Commercial Service. Event is an opportunity for businesses interested in growing their market share in Japan. State Trade and Export Promotion (STEP) grants are available for qualifying Utah small businesses to offset approved travel expenses. Details are available by contacting Nathan Lambson at (801) 538-8737.

April 21

Moreton & Co. Symposium 2015. Keynote speaker is Olympic medalist Noelle Pikus Pace. Business and insurance speakers include Scott Schneider, Joanne Glantz-Mahannah, John Doyle, Kevin Short and Matt Woodson. Event also will feature discussions about business solutions, property and casualty, employee benefits, retirement partners and asset management. Moreton & Co. will present more than 19 topics. Location is South Towne Expo Center, 9575 S. State St., Sandy. Details are at <http://www.moreton.com/events/symposium/> or (801) 531-1234.

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

"Breakfast of Champions," a Sandy Area Chamber of Commerce event. Theme is "The Bridge Builder." Location is Jordan Commons Tower, 9350 S. 150 E., Ninth Floor, Sandy. Details are at sandychamber.com.

April 21, 9-11 a.m.

"Money In the BANK" Communication Accelerator Workshop, a West Jordan Chamber of Commerce event. BANK is an acronym for Blueprint, Action, Nurturing and Knowledge. Location is Staybridge Suites Hotel, 747 W. Blue Vista Lane (7200 S.), Midvale. Free, but reservations are encouraged. Details are at westjordanchamber.com.

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

"Green Living in Salt Lake City," a Salt Lake Chamber Business Women's Forum (BWF) luncheon. Event will feature information about making "green" living a reality as an individual or

a business. Location is Squatters Pub Brewery, 147 W. Broadway, Salt Lake City. Details are at slchamber.com.

April 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.

April 21, 7-9 p.m.

Fourth Annual Governor's State of Sport Awards Dinner, hosted by the Utah Sports Commission. Event features special guest Jay Leno, Lifetime Achievement recipient Stein Eriksen and Partner of the Year Deer Valley Resort. Location is EnergySolutions Arena, 301 W. South Temple, Salt Lake City. Details are at www.utahsports-commission.com.

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

"Learn the Lingo," a "10 Tips" seminar presented by the World Trade Center Utah. Event is designed to advance understanding of the technical language of exporting and international business. Presenter is Lisa Cox, director of operations for Air & Sea International. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

April 22, noon-1:45 p.m.

UTC Annual Members' Meeting, a Utah Technology Council event. Event will feature a discussion of the triumphs of the past 12 months, the election of board officers and trustees for the coming year, and the presentation of awards. Keynote speaker is Howard Lindzon, cofounder and chairman of StockTwits. Registration begins at 11:30 a.m. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$55 for UTC members, \$90 for nonmembers. Details are at utahtech.org or (801) 568-3500.

April 22, noon-1:30 p.m.

Spring Networking Event, a Women Tech Council (WTC) event. Speakers include Jill Layfield, president and CEO, Backcountry.com; Bassam Salem, COO, MaritzCX; Sara Jones, CEO, ApplicantPro; and Sharlene Hawkes, president, Remember My Services Productions. Location is Conservation Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$35 for WTC members, \$45 for nonmembers, \$20 for students. Details are at utahtech.org/events/.

April 22, 1-5:30 p.m.

Eighth Annual Davis Chamber of Commerce Business to Business Expo. Keynote speaker is Lt. Gov. Spencer Cox, speaking from 1-2 p.m., followed by the expo beginning at 2 p.m. Location is Davis Conference Center, 1651 N. 700 W., Layton. Free to the public. Details are at davischamberofcommerce.com.

April 22, 2-5 p.m.

"Pitch Perfect: Master Your Two-Minute Funding Pitch," a Salt Lake Chamber event. Business professionals will discuss the essentials of a perfect pitch, and provide feedback to participants. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

April 22, 3-5 p.m.

"Start Smart Orientation: Lean & Mean," a Small Business Development Center event. Speaker is Jim Herrin. Location is Salt Lake Community College, 9750 S. 300 W., Corporate Partnership Center, Room 114, Sandy. Free. Registration can be completed at (801) 957-5200.

April 22, 6:30 p.m.

2015 "Lectures in Entrepreneurship" series, presented by Westminster College's Center for Entrepreneurship. Speaker at 6:30 p.m. is Randy Rasmussen of BioFire Diagnostics. Speaker at 8 p.m. is Jim Holbrook of Premier Plastics Inc. Location is the Bill and Vieve Gore School of Business Auditorium at Westminster College, 1840 S. 1300 E., Salt Lake City. Free. Details are at https://www.westminstercollege.edu/center_for_entrepreneurship/.

April 23, 8-10 a.m.

"Discipline is Not Punishment: Effective Employee Discipline," an Employers Council (EC) event. Topics include bedrock principles of effective employee discipline; overarching, critical keys to a successful discipline process; and a step-by-step blueprint for managing discipline. Location is the Employers Council, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$35 for EC members, \$130 for nonmembers. Details are at www.ecutah.org.

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

Multichamber Business Matters Luncheon, presented by the Southwest Valley, South Jordan and West Jordan chambers; the Salt Lake County Business Alliance; and the Jordan Area Women in Business. Speaker is Brian Ford, president and founder of 8 Pillars Financial Education

Co. Event begins with networking from 11-11:45 a.m., followed by lunch from 11:45 a.m.-1 p.m. Location is The Gathering Place at Gardner Village, 7800 S. 1100 W., West Jordan. Cost is \$20 with RSVP, \$30 without RSVP. RSVPs can be completed at www.southjordanchamber.org/event-1882926.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Location is Rice Basil, 2337 E. Murray Holladay Blvd., Salt Lake City. Cost is \$14 for members, \$19 for nonmembers. Details are at murraychamber.org.

April 23, noon-1 p.m.

Licensing Executives Society's Salt Lake City Chapter Meeting. Speaker Richard Nelson, president and chief executive officer of the Utah Technology Council, will discuss "Technology Education, Tech Start-Ups and Growth Companies in Utah, and Recent Legislative Developments." Location is Workman Nydegger, 60 E. South Temple, Suite 1000, Salt Lake City. Cost through online registration is \$20 for LES members, \$30 for nonmembers, \$10 for LES students. Details are at <http://www.lesusacanada.org/chapters/usa/salt-lake-city-chapter/>.

April 23, 4:30-7 p.m.

Foodpreneur Festival, a Salt Lake Chamber event that will feature local food company founders and products from more than 30 Utah food companies. Location is Pierpont Place, 163 W. Pierpont Ave., Salt Lake City. Details are at slchamber.com.

April 28, 8 a.m.-1:30 p.m.

27th Annual Parsons Behle & Latimer Employment Law Seminar, designed for corporate counsel, business owners and human resource professionals. Location is Little America, 500 S. Main St., Salt Lake City. Additional details to be announced.

Apr. 28, 11:15 a.m.-1:15 p.m.

Women in Business Luncheon, an Ogden Weber Chamber of Commerce event. Location is Hub 801 Event Center. RSVPs can be completed at ogdenweberchamber.com.

April 28, 11:30 a.m.

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Ashlee Burt, cofounder and executive director of Springboard Utah, will discuss "Women in Politics and How to Empower Women to Participate at All Levels." Location is Country Inn & Suites, 10499 South Jordan Gateway. Cost is \$20 for mem-

bers, \$25 for guests. Details are at sandychamber.com.

April 28, 1-2:30 p.m.

SBIR-STTR Lecture, featuring Matt Portnoy, program manager for Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs at the National Institutes of Health (NIH). Portnoy will discuss how companies can best use and maximize the resources of the NIH SBIR-STTR programs. Location is the University of Utah, Sorenson Molecular Biotechnology Building, USTAR Innovation Center, 36 S. Wasatch Drive, Salt Lake City. Free, but limited to two people per company. Registration is available at <http://www.innovationutah.com/sbir/registration-form/>.

April 28, 3-5 p.m.

"Stop Bugging and Start Enriching Your Customers with Email Marketing," a Salt Lake Chamber event, presented by Constant Contact and the Utah Microenterprise Loan Fund. Presenter is Cheri Ruskus, a business coach and 30-year entrepreneurial veteran. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

April 29, 8-10:30 a.m.

Advanced Form I-9 Administration, an Employers Council (EC) event. Participants will learn how to shore up company compliance, explore tricky situations, and hone skills to better prepare a company for an Immigration and Customs Enforcement (ICE) audit. Designed for HR professionals or other company managers familiar with basic Form I-9 administration, who handle a large number of Form I-9s, or are interested in preparing for a Form I-9 self-audit. 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 www.ecutah.org/.

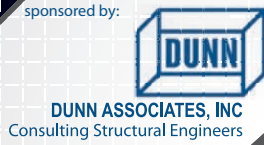
April 29, 8:30-10 a.m.

"Dynamic Communication," a Salt Lake Chamber "Business Essentials" event. Location is the Salt Lake Chamber, Meeting Rooms B-C, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

April 29, 6:30 p.m.

2015 "Lectures in Entrepreneurship" series, presented by Westminster College's Center for Entrepreneurship. Speaker at 6:30 p.m. is Nicole Lawson of New Grains Gluten

STRUCTURAL ENGINEERING UTAH



The day after

At the time this article was written, the Great Utah Shakeout had not yet occurred. Last Thursday was the scheduled time for Utah to experience a mock 7.0 magnitude earthquake. Much has been written and discussed in the local media to inform us, alarm us and prepare each one of us for this catastrophic event. Yet with all this media attention, I am relatively confident that Thursday was just another day at work, school or play. It is just not a high priority in our busy lives. We are sometimes apathetic to the dangers of many other things in life that occur on a regular basis. What can be so difficult with 30-60 seconds of fear? After all, I have insurance.

On October 18, 1989, the day after the Loma Prieta earthquake in Northern California, my life changed. As a Structural Engineer in San Francisco, I spent the following weeks responding to one emergency after another. Not only were people's ordinary lives put on hold, they changed direction. Businesses and production on many fronts essentially came to a halt. Statistics and effects from this event are well documented and will not be repeated here; however, it should be noted that the consequences extended well beyond the damaged buildings.

The structural engineering profession advances a great deal from each of these events. Since the San Fernando earthquake of 1971, building codes have significantly advanced in our approach to seismic design. Each subsequent event brings changes to our design methods. Structural engineers

can say with confidence that buildings continue to improve in seismic performance. Salt Lake's landscape is different in many ways, and after the many failures that will ultimately occur, the profession will once again advance.



RON DUNN

The structural engineering profession would also like to advance its cause with the quote that Benjamin Franklin coined: "An ounce of prevention is worth a pound of cure." We can assist in the days prior to a seismic event by increasing the seismic performance of structures, or we can be the bearer of bad news the day after, informing you that you have a serious problem. Until the codes mandate a higher performance level in design, your code building will only be required to prevent collapse, not to function and be occupied the day after.

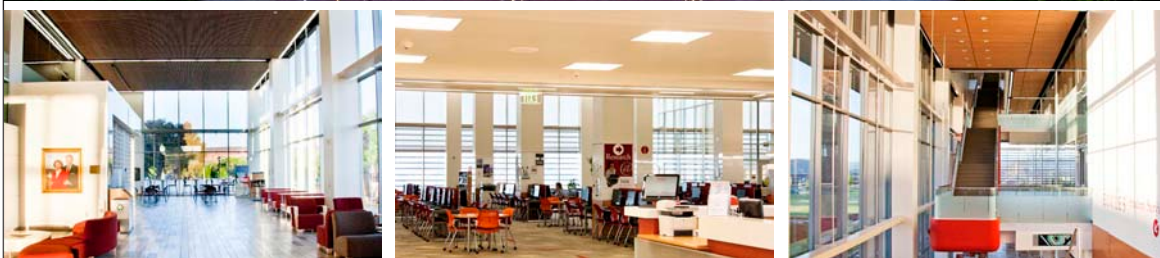
The days after the California Northridge earthquake of 1994, 195,000 residential insurance claims were filed totaling \$7.8 billion. It was documented that if that earthquake had lasted only 10 more seconds, insurance companies would not have been able to fulfill their commitments. Servicing this potential number of claims, you can imagine how your life would be disrupted.

Hopefully, last Thursday came and went so that the day after, your life still resembled some form of normalcy. At the very least, I hope this event for even one day caused you to ponder how your life would be affected, as well as upon the kinds of structures you and your loved ones depend upon.

Enabling Great Design



Dixie State University Holland Centennial Commons



Can't find the buyer anymore! Here are the reasons why...

"Jeffrey, I have some sales situations I can't get past and maybe you can help. I'm an insurance agent. I read your stuff — OK, I'm a fan. I've been getting blown off or stalled from accounts and managers who don't make the final decision. I've given people the presentation and they are definitely interested in the programs and policies, but now every time I follow up either in-person or the phone they tell me they're busy or they'll call me back, but I never hear from them. Or, I'll call and they're not in, and even if I have their personal cell phone number, it's impossible to reach them. Looking forward to your help, and your new book, *The New Sale*. I will be one of the first to get a copy! Thanks, Corey."

This is a bigger sales situation than "your price is too high." Reason? You have no idea why they are refusing to take your call, meet with you or call you back. They seemed interested at the time. You were certain they were going to buy. But when you leave a message for them, all you hear is "crickets." Why did that happen? How is that possible? They seemed so interested. You even put them on your "sold" list.

Let me start by giving you a few real-world, maybe even hurtful, reasons:

- Doesn't have the money.
- Has the money, but is too damn cheap to spend it.
- Can't get the credit needed.
- Can't decide on his or her own.
- Doesn't have authority to spend without budget, prior approval or someone else's financial approval.
- Thinks (or knows) he can get a better deal elsewhere.
- Has something else in mind, but won't tell you.
- Has a friend, connection or satisfactory relationship in the business.
- Does not want to change vendors.
- Wants to shop around.
- Too busy with other more important things at this time.
- Doesn't need (or thinks he doesn't need) your product now.
- Thinks (or knows) your price is too high.
- Doesn't like, trust or have confidence in your product.
- Doesn't like, trust or have confidence in your company.
- Doesn't like, trust or have confidence in you.

MAJOR REASON: The prospect's perceived risk of moving forward is greater than remaining loyal to their present vendor, OR their perceived risk is greater with you than someone else new.



JEFFREY GITOMER

Most of these reasons will not be stated. They may be unspoken, but they're real.

Here's a list of remedies. Pick one or two and implement consistently:

- Make a firm NEXT appointment before you leave the present one.
- Schedule follow-up calls and meetings while you're in front of the prospect.
- Prevent deal-breaking objections by using video testimonials in your presentation.
- Use video testimonials in your proposal as proof and removal of risk.
- Use similar situation stories of success.
- Interact and connect by becoming interested in THEIR business wisdom and their product knowledge.
- ASK about their experience, and their past history of success — build rapport so strong that they will always take your call or return it.
- Ask for everyone's cell phone numbers — offer yours.

Buyers you thought were interested going dark is common in sales and the only way to overcome it is to prevent it in your initial presentation. Salespeople fool themselves that there is more interest in the mind of the buyer than actually exists and leave the conversation before a positive impact has been made — or worse leave with an open-ended "I'll call you in a few days" as you walk out the door and shake hands (maybe for the last time).

IMPORTANT POINT OF UNDERSTANDING: If the prospect doesn't call you back, or won't commit to a next meeting, IT IS YOUR FAULT, NOT THEIRS.

IMPORTANT POINT OF UNDERSTANDING: Take responsibility for what doesn't happen, the same way you take responsibility when it does.

REALITY OF YOUR SELLING PROCESS: You're concentrating on the sale. You need to discuss and focus on "outcome." What happens AFTER the customer receives your product

see GITOMER page 12

Opinion

Recent politics of global warming is the new inquisition

How long will this country remain free? Probably only as long as the American people value their freedom enough to defend it. But how many people today can stop looking at their electronic devices long enough to even think about such things?

Meanwhile, attempts to shut down people whose free speech interferes with other people's political agendas go on, with remarkably little notice, much less outrage. The Internal Revenue Service's targeting the tax-exempt status of conservative groups is just one of these attempts to fight political battles by shutting up the opposition, rather than answering them.

Another insidious attempt to silence voices that dissent from current politically correct crusades is targeting scientists who do not agree with the "global warming" scenario.

Congressman Raul Grijalva has been writing universities, demanding financial records showing who is financing the research of dissenting scientists and demanding their internal communications as well. Grijalva says that financial disclosure

needs to be part of the public's "right to know" who is financing those who express different views.

He is not the only politician pushing the idea that scientists who do not march in lockstep with what is called the "consensus" on man-made global warming could be just hired guns for businesses resisting government regulations. Senator Edward Markey has been sending letters to fossil-fuel companies, asking them to hand over details of their financial ties to critics of the "consensus."



THOMAS SOWELL

The head of the National Academy of Sciences has chimed in, saying: "Scientists must disclose their sources of financial support to continue to enjoy societal trust and the respect of fellow scientists."

This is too clever by half. It sounds as if this government bureaucrat is trying to help the dissenting scientists enjoy trust and respect — as if these scientists cannot decide for themselves whether they consider such a practice necessary or desirable.

The idea that you can tell whether a scientist — or anybody else — is "objective"

by who is financing that scientist's research is nonsense. There is money available on many sides of many issues, so no matter what the researcher concludes, there will usually be somebody to financially support those conclusions.

Some of us are old enough to remember when this kind of game was played by Southern segregationist politicians trying to hamstring civil rights organizations like the NAACP by pressuring them to reveal who was contributing money to them. Such revelations would of course then subject NAACP supporters to all sorts of retaliations, and dry up contributions.

The public's "right to know" has often been invoked in attempts to intimidate potential supporters of ideas that the inquisitors want to silence. But have you heard of any groundswell of public demand to know who is financing what research?

Science is not about "consensus" but facts. Not only were some physicists not initially convinced by Einstein's theory of relativity, Einstein himself said that it should not be accepted until empirical evidence could test it. That test came during an eclipse, when light behaved as Einstein said it would, rather than the way it should have

behaved if the existing "consensus" was correct.

That is how scientific questions should be settled, not by political intimidation. There is already plenty of political weight on the scales, on the side of those pushing the "global warming" scenario.

The fact that "global warming" models are not doing a very good job of predicting actual temperatures has led to a shift in rhetoric, with "climate change" now being substituted. This is an issue that needs to be contested by scientists using science, not political muscle.

Too many universities are too willing to be stampeded by pressure groups. Have we forgotten Duke University's caving in to a lynch mob mentality during the "gang rape" hoax in 2006? Or the University of Virginia doing the same thing more recently?

Politicians determined to get their own way by whatever means necessary may have no grand design to destroy freedom, but what they are doing can amount to totalitarianism on the installment plan.

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

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When it comes to Iran, rational does not mean reasonable

At the heart of the concerns surrounding the deal with Iran is a simple question: Is Iran rational? The answer for many critics of the deal is self-evident. The Iranians are "apocalyptic," Israeli Prime Minister Benjamin Netanyahu has often said, warning that you can't "bet on their rationality." Sen. Lindsey Graham says, "I think they're crazy." The Iranian government, Israeli Defense Minister Moshe Yaalon reaffirmed recently, is a "messianic and apocalyptic regime."

And yet, these same critics' preferred policy is one that relies on Iran's rationality. The alternative to the deal forged by Iran and the six great powers is not war, they insist, but rather to ratchet up the pressure and demand more concessions from Tehran. So, this crazy, apocalyptic band of mullahs will, when faced with a few more sanctions, calmly calculate the costs and benefits and yield in a predictable way to more pressure. Or as J.J. Goldberg writes in the *Forward*, "Apparently they're irrational enough to welcome nuclear Armageddon, but rational enough to yield to economic punishment." (This point is also well made by Vox.com's Max Fisher.)

In fact, in his thorough book, *Unthinkable: Iran, the Bomb, and American Strategy*, Kenneth Pollack carefully reviews decades of Iran's foreign policy and shows that it has been not just rational but prudent, pushing forward when it sees an opportunity, backing off when it sees dangers. He quotes a former Israeli armed forces chief of staff who explained: "The Iranian regime

is radical, but it's not irrational."

Rational does not mean reasonable. It means that the regime wants to thrive and, given that goal, it calculates costs and benefits and acts accordingly. But it is worth asking a broader question as well: Is Iran being reasonable? Are Tehran's actions an understandable response to its geopolitical situation? At a Time Warner public conversation last week, former Secretary of State James Baker remarked that the key to success in negotiations is to put yourself in your adversary's shoes and see the world from that perspective.

Look at a map of the Middle East. Shiite Iran is surrounded by hostile Sunni states. Across the Persian Gulf sits Saudi Arabia, its arch-enemy, fanatically anti-Shiite and armed to the teeth. (In 2014, Saudi Arabia was the largest weapons importer on the planet.) In Iraq and Syria, Iran faces large Sunni insurgencies dedicated to slaughtering the Shiites. Add to this the nuclear dimension. Iran has several nuclear-armed neighbors — Pakistan, India, Russia, China and Israel.

Plus, Iran has faced active opposition from the world's superpower for more than three decades. When Iraq attacked Iran shortly after the Islamic revolution, the United States quietly supported Saddam Hussein, even as he used chemical weapons against the Iranians.

Seymour Hersh has reported extensively for *The New Yorker* on America's covert support for groups within Iran that seek not only to topple the regime but also dismember the country. Some of these groups, like

the Mujahedeen-e-Khalq and Jundallah, are regarded by some as pretty nasty terrorist outfits. For a decade starting in 2001, Tehran watched as 200,000 American troops massed across its eastern and western borders in Iraq and Afghanistan. The Bush administration openly talked about the need for "regime change" in Tehran, which was branded as part of the globe's "axis of evil."

I am not making the case that any of these policies should have been altered — international politics is a rough business — but given these realities, is it so bizarre that Iran has behaved as it has? Or that

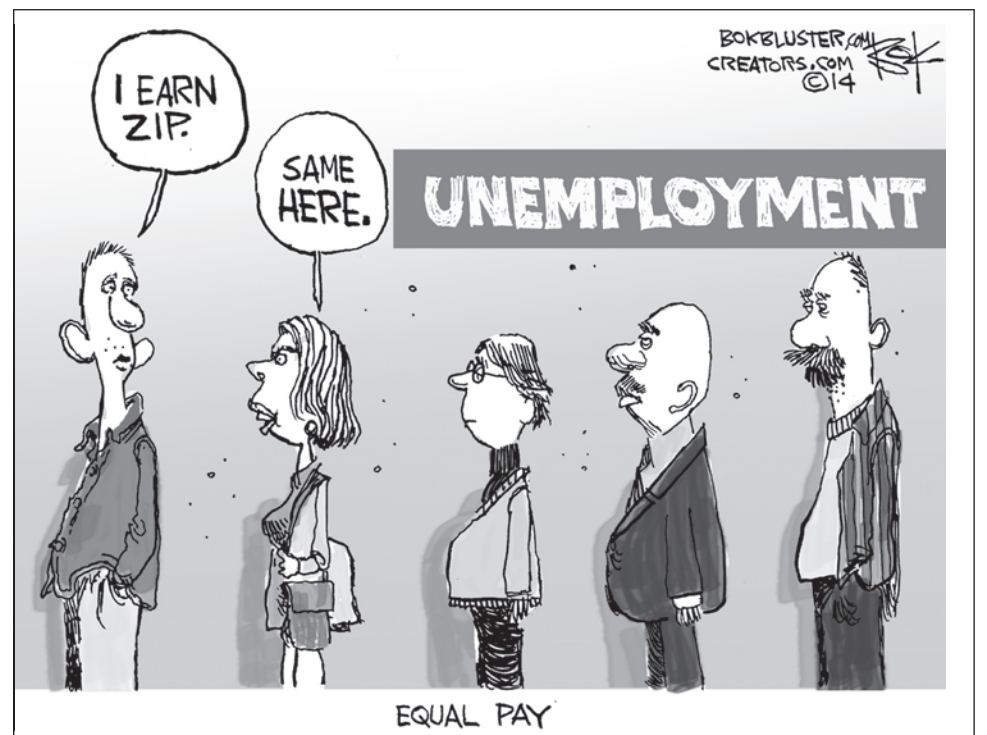
it has sought to build a nuclear industry that could give it a pathway to a nuclear weapon? Would a secular, hyper-rational country facing this same array of threats have acted differently?

In 1963, John F. Kennedy predicted that the world would see 15 to 25 new nuclear-armed states within a decade. The reason he made that statement was that back then, nuclear technology was something any country with a serious industrial and scientific base could develop. (Which is

see ZAKARIA page 12



FAREED ZAKARIA



COBBLERS

from page 1

only one or two employees, who are usually family members. He hopes to one day expand the therapeutic shoe sales, he said.

Gustafson said of his recent clients, “the demographic is younger. There is a trend towards recycling or the green movement (social activism to decrease consumerism in order to save the environment).” But he believes that as soon as the “inconvenience overrides the fashion, it will stop.”

Roundy Custom and Repair, located at 4826 S. 2200 W., saw growth, but the owners attributed it to the recession and people trying “to make boots and shoes last longer,” said Cindy Roundy, owner Don Roundy’s wife and business manager.

The 11-year-old store’s owner has been in business for 30 years in various locations. There aren’t any plans for expansion in the near future, said Cindy Roundy, “unless it gets a lot busier,” but so far the Roundys’ business is staying steady.

One of the most recent trends Cindy Roundy has noticed is how many young rock climbers are getting their shoes cobbled. She said that they are really bringing business to the shop.

Another aspect of business at the shop is her husband’s custom-built cowboy boots, which gives him a particular expertise in repairing them also. He receives custom cowboy boot orders from all over the world.

Midvalley Shoe and Leather saw its shoe repairs increase in 2014, said Trisha Montano, co-owner and daughter of the owner, about their shoe repair shop located at 6586 S. State St. in Murray. She attributed the

increase in business to other shoe repair shops having gone out of business.

The 35-year-old, family-owned company used to have two additional employees, but because they are hard to find and keep, Montano said, it is just herself and her father, for now. They would like to have another employee in the future so they can take a day off work, she said.

Shoe repair is only 25 percent of the sales, Motano explained. They sell leather and motorcycle gear as well. “This day and age is kind of a throw-away society and people don’t want to repair their shoes if it costs them the same,” she said. The Motanos’ business also repairs purses, jackets and other leather items.

Morgan’s Village Cobbler Shoe, located at 1455 S. 2300 E. in Salt Lake City, is doing well and it owes its prosperity to the economy, said owner Robert Troy. “In a bad economy, the company does better.” The 55-year-old shop has six employees. This number has stayed the same the past year, and there are no plans for future expansion, said Troy.

“A lot of new, young-generation customers are brought up in the throw-away era,” according to Troy, but the “recession started educating customers.” Troy is finding new customers that were previously unaware of the opportunity to have their shoes repaired.

ZAKARIA

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why India and Pakistan were able to go nuclear in the 1970s.) Today this is even more true. Nuclear fission is not some cutting-edge 21st-century technology. It is now 70 years old, part of the era of black-and-white television.

Kennedy’s prediction has not proved true because the international community, led by the United States, has confronted nuclear wannabes with real costs but also benefits. (Even Moammar Gadhafi only gave up his nuclear program after years of threats when he was finally given some positive incentives to do so as well.) The Lausanne framework appears to strike that balance for Iran. There is no guarantee that its supreme leader will accept the trade-offs — as his recent tweets remind us — but the offer forces him to make a rational calculation and live with the consequences.

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

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CALENDAR

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Free Bakery. Speakers at 8 p.m. are Mike Glauser and Shawn Sadowski of My New Enterprise. Location is the Bill and Vieve Gore School of Business Auditorium at Westminster College, 1840 S. 1300 E., Salt Lake City. Free. Details are at https://www.westminstercollege.edu/center_for_entrepreneurship/.

April 30, 8 a.m.-12:15 p.m.

“Effective Board Fundraising: It’s Not About Asking for Money,” a workshop for local nonprofits, presented by the Tesoro Foundation. Speaker Chuck V. Loring, a board development and governance expert, will provide tips on creating a fundraising culture, educating board members on fundraising and preparing staff members to best support board member fundraising. Speaker Jared Skok, executive director of the foundation, will discuss Tesoro’s community investment strategy, funding priorities and application process centered around STEM (science, technology, engineering and math) education, public safety and environmental conservation and sustainability. Location is the Viridian Center, 8030 S. 1825 W., West Jordan. Free, but RSVPs are required. RSVPs can be completed at event partner Utah Nonprofits Association’s website at www.utahnonprofits.org by clicking on the “UNA Calendar” tab on the left side of the home page.

April 30, 8 a.m.-5 p.m.

CrowdFunding Conference, a Salt Lake Region Small Business Development Center (SBDC) “Meet the Money” event. Keynote speakers are Richard Swart, director of the research program for innovation in entrepreneurial and social finance, the University of California at Berkeley; Brian Meece, co-founder and chief executive officer, RocketHub; and Bill Kerig, founder and chief executive officer, RallyMe Inc. Location is Salt Lake Community College’s Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Cost is \$10; \$15 after April 25. Registration can be completed at www.spedregistration.com.

April 30, 9 a.m.-1 p.m.

Utah’s Own Workshop. Event will provide training on the basics for going retail and other marketing options; international marketing; and using trade shows to grow. Location is 815 W. 1250 S., Orem. Free. Details are at <https://www.utahsbdc.org/trainings>.

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

Utah Innovation Awards 2015. Winners, finalists and honorable mention recipients will be honored in the 13th annual awards program, presented by Stoel Rives LLP and the Utah Technology Council (UTC). Innovation Showcase is 11 a.m.-noon, with the awards presentation noon-1:15 p.m. Location is Hilton Hotel, 255 S. West Temple, Salt Lake City. Cost is \$65 for UTC members, \$80 for nonmembers. Details are at utahtech.org.

May 1, 8-10 a.m.

“Crisis PR: What Every Company Needs to Know,” a Utah Technology Council (UTC) PR event. Presenters Liz Tanner of Vivint, Cheryl Snapp Conner of Snapp Conner PR and others will discuss strategies for preventing crisis, preparations that will minimize reputational damage, and things to do when a crisis hits to minimize the negative impact (or in some cases, to even turn the situation into a win). Location is Vivint Inc., 3401 N. Ashton Blvd., Lehi. Free for UTC members, \$40 for nonmembers. Details are at utahtech.org or (801) 568-3500.

May 7

Utah Veteran Business Conference. General session is 8:30 a.m.-1:30 p.m. Mentoring and networking is 1:30-3:30 p.m. Event will feature information about the keys to successful veteran-owned businesses and local and national resources. Location is Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Details are at veterans.utah.gov/business.

May 7, 8 a.m.-noon

“Interviewing Techniques and Onboarding Practices,” an Employers Council (EC) event. Location is Comfort Suites Hotel, 2250 S. 1200 W., Ogden. Also being presented May 14, 8 a.m.-noon, at Bridgerland Applied Technology College, 1301 N. 600 W., Logan. Cost is \$165 for EC members, \$235 for nonmembers. Details are at www.ecutah.org.

May 7, 10 a.m.-3 p.m.

2015 Annual Tradeshow and Luncheon, a Building Owners & Managers Association (BOMA) Utah event. Location is Salt Palace Convention Center, Hall 1, 100 S. West Temple, Salt Lake City. Free for all property/facility managers. Registration deadline is May 2. Registration can be completed at www.BOMAUtah.org.

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

Multichamber Lunch, an event of the Murray, South Salt Lake, Holladay and West Jordan chambers of commerce and the Salt Lake County Business Alliance. Speaker is U.S. Rep. Mia Love. Location is the Doty Education

Center, 5121 S. Cottonwood St., Building 5, Murray. Cost is \$20 prepaid with RSVP, \$30 at the door. Details are at murraychamber.org.

May 7, 6:30-8 p.m.

Business Boot Camp, presented by Cottonwood Heights. Theme is “Active Duty: Creating a Business Plan.” Presenter Annette Pieper, founder of Vision 2 Reality Training, will explain how to create a winning business plan. Location is Cottonwood Heights City Hall, 1265 E. Fort Union Blvd., Cottonwood Heights. Free to anyone interested in starting or strengthening a business. RSVPs can be completed at pkinder@ch.utah.gov.

May 12, 8 a.m.-noon

“Documenting the Life Cycle of an Employee,” an Employers Council (EC) event. Location is the 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.

May 12, 8:30 a.m.-12:30 p.m.

14th Annual Zions Bank Trade and Business Conference. Keynote speaker is John Major, former prime minister of the United Kingdom, discussing how Pan-European events impact commerce across the globe. Bret Stephens, winner of the 2013 Pulitzer Prize for commentary, foreign affairs columnist and deputy editorial page editor of *The Wall Street Journal*, and former editor in chief of the *Jerusalem Post*, also will speak. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$35 and includes lunch. Registration can be completed at www.zionsbank.com/conference.

May 13-14, 11 a.m.-5 p.m.

Great Salt Lake Business Conference. Event features seminars and exhibits. Location is South Towne Expo Center, 9575 S. State St., Sandy. Details are at slbizconference.com.

May 13, 11:30 a.m.-2 p.m.

Northern Utah Business Forum, presented by World Trade Center Utah. Event will feature information about expansion into global markets, tools and resources available and understanding how exporting benefits the local economy. Keynote speaker is Derek Miller, president and chief executive officer of the World Trade Center Utah, who will discuss “Succeeding in the Global Economy.” Location is Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Free, but RSVPs are requested. Details are at wtcutah.com. Registration can be completed at Eventbrite.com.

GITOMER

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or begins to use your service. The prospective customer has to visualize ownership and value in order to feel risk-free enough to purchase.

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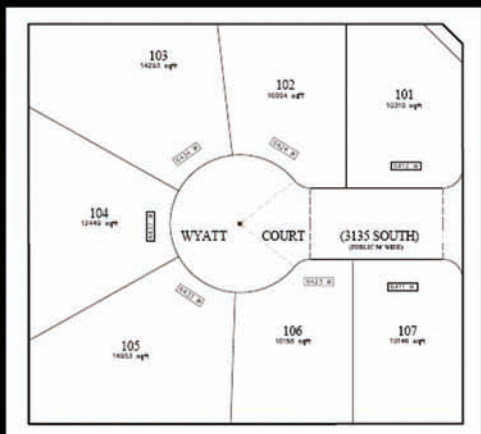
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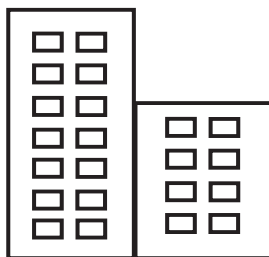
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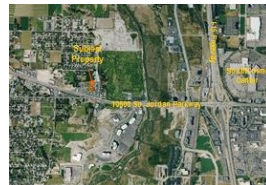


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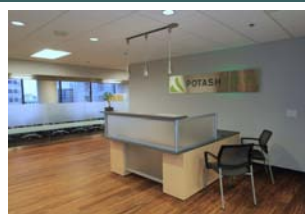
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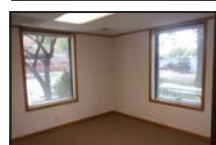
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Pictured from left to right: Colby Lilly and Tim Gardner, maintenance department with Moab Valley Inn, Debra Dull, customer and community manager, Rocky Mountain Power and Dave Seibert, maintenance supervisor, Moab Valley Inn.