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'100,000 jobs in 1,000 days'

Guv's employment challenge ahead of schedule

Brice Wallace
The Enterprise

State officials are saying that Utah's private sector is ahead of schedule to meet Gov. Gary Herbert's goal of creating 100,000 jobs in 1,000 days.

Herbert announced the challenge in his 2012 State of the State address. A year and a half later, at the period's midpoint, the private sector has added 63,600 jobs, Herbert and the Governor's Office of Economic Development (GOED) announced last week.

"At the halfway point, today's job numbers support Utah's compelling story of leading economic vitality and growth," Herbert said. "Our sensible business climate, sound budgets and quality workforce have accelerated the private sector's ability to expand. This is no celebration of the state's efforts, but a celebration of Utah's dynamic business ecosystem."

State officials also pointed out the contrast between Utah's unemployment rate of

4.6 percent, far below the national 7.6 percent rate.

"We've maintained from day one that business leaders would be willing to take the risk that spurs job growth in an economic environment defined by stability and optimism," said Spencer P. Eccles, GOED's executive director. "In achieving the governor's vision that Utah lead the nation as the best-performing economy and become a premier global business destination, we have reinforced the foundation for continual growth and future prosperity."

The announcement about the challenge's midpoint job figures was made at Exelis Aerostructures, a growing composites manufacturing company that has opened a 250,000 square foot facility near the Salt Lake City International Airport.

Mike Blair, vice president and general manager, said Exelis now has 475 workers in Utah, including 300 at Exelis Aerostructures, having doubled during the last few years. It plans to add about 100 employees each year. The company also works with

nearly 350 vendors in Utah, with most of them in growth mode as well.

"When everything's said and done, equipment can be located anywhere. What you really need is people," Blair said of the decision to expand in Utah. "The work ethic, the knowledge of the workforce, and then the foresight of, for example, the governor's office to really support composites and create what we call a 'composites epicenter' here in Utah really drove us to that decision and made it an easy call for us to make."

Blair also noted that the company has worked with applied technology colleges and the Salt Lake Community College to

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Refinery coming to Emery Co.

Emery County will be the location of a 15,000-barrels-per-day petroleum refinery that will result in up to 125 new jobs over the next three years and represent a rarity in the U.S. oil refinery industry.

At the special conference call meeting last week, the Governor's Office of Economic Development (GOED) board approved a tax credit for Houston-based Emery Refining LLC of up to \$12.7 million over 12 years.

Jerry Oldroyd, chairman of the board's incentives committee, said the refinery, which will be near Green River, will be a "significant project" for Emery County. He noted that Utah was competing with Colorado, Wyoming and South Dakota for the project, which represents a capital investment of more than \$231 million.

"The thesis is fairly simple: Production has been increasing dramatically in the Rockies but infrastructure has not," Hank Diesel, principal and managing director of Woodrock & Co., a private investment banking services company also based in Houston, told the board. "That's why we brought the project to the Rockies. [Our] first pick really is Utah but, you're right, it has been a competitive project."

"Very rarely do you see a capital investment of \$231-plus million on a rural project," Oldroyd said. "This will fundamentally change, I think, the nature of that

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Medical supplies and services company Henry Schein is building a 100,000 square foot complex in American Fork for its Practice Solutions division.

Med supply company complex under way

John M. Rogers
The Enterprise

Ground was broken last week in American Fork for an expansion of Henry Schein, the nearly \$10 billion health care products and services company. The 100,000 square foot project will house the current 430 Utah Schein employees who will relocate from the present company location nearby.

Schein officials expect the building to

ready for occupancy in the second quarter of 2014. Local employees will be a part of Henry Schein Practice Solutions, the division of the company dealing primarily with customer support, software engineering, sales and other business-related functions.

A spokesperson for Schein said that the company expects the new facility, located in the northeast corner of American Fork's North Point Business Park, to be able to accommodate growth for the next two to three years with the space to house more than 550

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Retail merchants tell state that systems exist for e-tailers to collect sales taxes

Brice Wallace
The Enterprise

Two sides in the debate over taxing Internet sales disagreed recently about whether the technology exists to handle the complexity of 9,600 taxing jurisdictions across the U.S.

Speaking before the legislature's Revenue and Taxation Interim Committee during its June meeting, Mark Griffin, general counsel for Salt Lake City-based online closeout retailer Overstock.com, said there is no off-the-shelf software product able to solve the problem of collecting sales and use taxes in all those jurisdictions.

But Dave Davis, president of the Utah Retail Merchants Association and the Utah Food Industry Association, said stores with a physical presence and online sales — so-called “bricks and clicks” operations — are collecting the taxes in the states where they have stores.

“The capabilities are out there and this can be done and people are doing it right now,” Davis said.

The committee meeting continued a years-long discussion about the collection of sales and use taxes from customers in areas where an online company has no physical operations. Online sellers already are required to collect those taxes from customers in

states where they have operations, as Overstock.com does in Utah. A proposal in Congress, the Marketplace Fairness Act (MFA), would allow states to force retailers to collect sales taxes on purchases in states where they have no physical presence. It would apply only to sellers with total sales of \$1 million or more in annual sales in states where they have no physical presence.

The MFA was passed by the U.S. Senate in May by a 69-27 vote and awaits House consideration.

Griffin said a federal “one size fits all” solution is needed. He suggested that states could certify a software package designed to handle the tax jurisdiction matters and hold e-tailers like Overstock.com harmless for any of its problems.

“We recognize that it is a complex problem. I think that it's going to have a slightly complex solution,” Griffin said. “I want to emphasize my company is not opposed to a fair solution. We think that marketplace fairness should live up to its name.”

How much tax revenue Utah is losing under the current setup is a pure guess. Davis said it's about \$180 million a year currently and could rise to \$293 million by 2017.

“I think this falls into the category of [a problem] big enough to see and hopefully still small enough to manage,” Davis said.

But state tax matters aside, he contends that the issue is one of fairness for retailers.

“We want to be able to compete on a level playing field, and we don't believe that government ought to prefer one channel of retail over another channel of retail,” he said. “We just want to be able to compete with our friends in the online community on a fair basis. ... Government shouldn't prefer one over the other and should not pick winners and losers.”

Sen. Curt Bramble, R-Provo, said the Marketplace Fairness Act bill could be the path to having a streamlined sales tax in place, although he expects the current version of the bill likely will not pass the House but could pass if it were added to an appropriation bill or other bill.

As for the amount of tax money lost to states currently, “We really don't know what the number is,” Bramble said. “But it is fairly significant and it is growing exponentially year over year. ... It has become a huge challenge because of the erosion of our General Fund tax base as more and more sales

are occurring remotely that may not be subject to sales tax.”

Bramble said opponents to the MFA include those who see it as a new tax. “The reality is, this is not a new tax. This is a tax that has been due and payable but there has been no way to enforce collection,” he said.

As for those who want to eliminate the use tax, “think about what that would do to our General Fund tax base,” he said. “There would be a huge incentive for all businesses to find a way to deliver products online and play the shell game on which state you have nexus in and where you're delivering from.”

Currently, sales taxes on Internet purchases are supposed to be reported on individuals' income tax filings, but most people do not. Committee co-chairman Rep. Ryan Wilcox, R-Ogden, said he recently did it for the first time, costing him \$350.

His tax accountant was “shocked,” Wilcox said, adding that the accountant described Wilcox as “the first person in 10,000 that ever paid it.”

Weekley Homes building four models at Daybreak

David Weekley Homes, the nation's third largest privately-held home builder has begun construction on four new model

homes at Daybreak in South Jordan. This marks the first time the home builder has built homes in Utah.

Weekley will build single-family, detached homes and the company anticipates opening the models in late July with completed homes ready for occupancy by early fall. The homes will range from 1,300 to more than 2,400 square feet of living space.

“This is an incredible opportunity for David Weekley Homes to expand our home building portfolio and begin building new homes in the Salt Lake City market,” said David Weekley, chairman of Weekley. “With the home building market continuing to improve, this was a great way to help strengthen the local economy and support the South Jordan community, as well as expand our product offering to a new family of potential homebuyers.”

Weekley Homes was founded 1976 in Houston and has built more than 70,000 homes and operates in 17 markets across the country. The company has earned many coveted industry and business awards, including the “triple crown” of American home building, an honor which includes America's Best Builder, Builder of the Year, and the National Housing Quality Award.

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Ernst & Young names 2013 entrepreneurs

Ernst & Young LLP has announced its Entrepreneur Of The Year 2013 Award winners in the Utah region. The award recognizes outstanding high-growth entrepreneurs who demonstrate excellence and extraordinary success in such areas as innovation, financial performance and personal commitment to their businesses and communities.

The finalists and winners were selected by an independent panel of judges and honored at an event at The Grand America Hotel in Salt Lake City on June 20.

The 2013 award winners are: Adam Kessler, CEO, Academy Mortgage, Sandy; Phil Hansen, CEO, Clearlink, Salt Lake; Stephen Neeleman, CEO and founder, HealthEquity Inc., Draper; Kevin Plumb, CTO and Jeffrey Smith, CEO, Ingram Medical, Sandy; Aaron Skonnard, CEO, Pluralsight, Layton; Dave Bateman, CEO, Property Solutions International Inc., Lehi; Erin Trenbeath-Murray, director, Salt Lake CAP Head Start, Salt Lake; and Harris Simmons, chairman, president and CEO, Zions Bancorporation, Salt Lake.

These eight award recipient companies collectively provided a reported 14,421 jobs at the end of 2012 and generated \$2.7 billion of revenue in 2012.

Now in its 27th year, the Entrepreneur Of The Year program has expanded globally to recognize company builders in more than 140 cities and in more than 50 countries.

These regional award winners now go on to compete at the national level. Award winners in several national categories, as well as the National Entrepreneur Of The Year overall winner, will be announced at the annual awards program in Palm Springs, Calif., on Nov. 16. The awards are the culminating event of the Ernst & Young Strategic Growth Forum, a nationwide gathering of high-growth, market-leading companies.

Utah ranks high in recent job satisfaction survey

Salt Lake City ranks fourth in the nation in overall job satisfaction according to a recent report from Glassdoor, the Internet employer review site. Salt Lake follows San Jose, San Francisco and Seattle in the top five.

Salt Lake also ranks sixth in satisfaction with compensation and benefits while coming in third for



The 127,733 square foot, two-story Cottonwood Place assisted living and memory care community is currently under construction in Holladay.

Work begins on senior center

Investor Dave Farrell has broken ground on the Cottonwood Place Senior Living Center in Holladay. The new community, located at 5600 S. Highland Dr., is a 127,733 square foot, two-story assisted living and memory care community with an underground parking garage.

Sahara Construction is the design/build contractor and Beecher Walker Architects is the designer of this upscale senior living community.

Farrell is an independent developer of assisted living and memory care communities in California and Utah.

"We are excited to be working with an owner who understands the importance of quality

and is willing to do what it takes to meet the needs of the surrounding community and ultimately his potential residents," said Melissa Wallentine, director of business development at Sahara. "Dave has spent a lot of time and resources to ensure the project has the appropriate aesthetic characteristics and minimizes traffic congestion around the site. He has also taken steps to ensure that the business and its residents will be good neighbors for years to come."

Integral Senior Living (ISL) will be managing the new community. Headquartered in Carlsbad, Calif., ISL currently manages 49 independent, assisted living and memory care properties in nine states.

Fuel costs again push CPI higher

Fuel costs are once again responsible for higher prices in northern Utah, according to the Zions Bank Wasatch Front Consumer Price Index (CPI). Prices increased 0.3 percent from April to May the report said,

Over the last 12 months, prices have increased in Utah by 1.5 percent on a non-seasonally adjusted basis. By comparison, prices have increased nationally at a rate of 1.4 percent year-over-year, with a 0.2 percent increase from April to May, as reported by the Bureau of Labor Statistics. A slight uptick in housing prices added to the CPI rising for the fourth month in a row.

satisfaction with senior management. The report also found that 44 percent of salt Lake employees expect business to improve over the next six months with 25 percent expecting it to get worse.

The report says that nearly 2,000 Salt Lake firms are currently actively recruiting new employees.

Despite remaining relatively stable for the first half of May, gasoline prices rose about 5 percent heading into the Memorial Day weekend, pushing overall transportation costs up 1.0 percent for the month. According to AAA, increased demand leading into the heavily traveled weekend partially explains the price increase, and a range of expected and unexpected refinery issues tightened supply across the Midwest more than analysts had expected. Gasoline prices were expected to drop in June as refinery maintenance wound down and plants resume full production, giving consumers some relief at the pump for at least a few months before the end of the summer. Gasoline prices tend to rise towards the end of summer due to potential production disruptions during the hurricane season and tight supply as refineries prepare to switch from summer blend to winter blend gasoline.

"Travelers were hit with higher than expected gas prices last month," said Scott Anderson, Zions Bank president and CEO. "Still, the overall economy continues to show positive improvement across several major categories

State signs development pact with Peru president

The Utah Governor's Office of Economic Development (GOED) has signed a Memorandum of Understanding concerning economic development with the government of Peru. GOED's director of international trade and diplomacy, Harvey Scott, met with Peruvian President Ollanta Humala and other Peruvian dignitaries to sign the agreement at the Embassy of Peru in Washington D.C.

"This was a historic event as the [agreement] formalizes the relationship between Peru and Utah and establishes concerted actions in sustainable economic development for years to come," said Scott.

Peruvian President Humala specifically requested Utah's presence recently at the Embassy of Peru in Washington since Utah has shown sustained interest in Peru's economic development over many years. The memorandum as signed states that Utah will work to ameliorate issues relating to economic development, education and technology innovation in Peru. One example is water issues, where Utah institutions and companies will facilitate policy and technology to help Peru better manage its water.

Utah has been working with

Hugo Jara, Peru's director of the National Authority on Water (ANA), who plans to visit Utah to understand Utah's water management and to look at new technologies established or created here so that Peru can better manage its water across the entire country.

In attendance with Scott at the signing were representatives of four of Utah's universities, including the University of Utah, Utah State University, Weber State University and Brigham Young University. Each university in attendance delivered a letter to the president saying that it is committed to working with Peru's educational institutions on faculty exchanges and student exchanges as well as doing research.

The culmination of all the work done in the past several years with Peru, especially this year, will be Utah's Peru Trade Mission, which will be taking companies who are familiar with Peru and want to expand their operations.

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Consumer Attitude Index high in two-year history

The Zions Bank Consumer Attitude Index (CAI) held steady in June following May's significant increase. After rising 10.4 points in May, the CAI increased by 0.9 points to 87.9 in June, and now sits at its highest level since the inception of the index in January 2011.

June's national Consumer Confidence Index (CCI) increased again, rising 7.1 points to 81.4. Overall, continued momentum in the housing market and optimism about the long-term labor market buoyed consumer confidence, but near-term concerns about ongoing unemployment and worries that interest rates may spike kept confidence from moving any higher.

Despite Utah's unemployment rate falling for the fourth month in a row, now at 4.6 percent, and well below the national average of 7.6 percent, Utahns' attitudes towards the job market were mixed. The percentage of Utahns who saw jobs as plentiful fell in June to 15 percent, down from 21 percent in May. Additionally, 6 percent of Utahns think they are very likely to lose a job they wanted to keep over the next two years, a figure up from just about 2 percent in the month prior. However, the percentage of Utahns who think there will be more jobs six months from now increased to 31 percent in June from 28 percent in May.

The largest change in consumer attitudes from May to June occurred with regard to interest

rates: 63 percent of Utahns expect interest rates for borrowing money to increase over the next 12 months in June, compared to only 51 percent in the month prior.

Of course, lenders across the nation are already seeing this trend. According to the Mortgage Bankers Association, the interest rate for a 30-year fixed rate loan was 4.17 percent as of June 14, up from 3.59 percent in early May. Broadly, mortgage rates typically track yields on the 10-year Treasury note, which are impacted by the national Federal Reserve's policies. Following its most recent meeting, the Fed indicated that it might end its policy of keeping interest rates artificially low by buying certain financial assets, known as quantitative easing, over the next year.

While current interest rates are still significantly lower than their historical levels, a sharp increase in borrowing costs could disrupt the housing recovery, making home loans less affordable by increasing monthly payments. While consumers expect interest rates to increase, they still see strong momentum in the housing market: 90 percent of Utahns expect home prices to increase or, at a minimum, stay the same over the next 12 months.

Mirroring attitudes about the labor market, Utahns continue to believe the economy in the coming months will be significantly better than it is now. The Expec-

tations Index — an estimate of consumer confidence in the economy six months from now — increased 4.7 points in June to 94.8. Conversely, the Present Situation Index — an assessment of confidence in current business and employment conditions — decreased in June, down 4.7 points to 77.4.

Utahns continue to have more confidence in the economy than their national counterparts due to the state's lower unemployment rate, faster-growing and more diversified economy, and stronger, more stable housing market. In June, the CAI Present Situation Index sits 8.2 points ahead of the CCI Present Situation Index, and the CAI Expectations Index was 5.3 points ahead of its national equivalent.

"Following last month's impressive gain, the fact that consumer attitudes held steady at a high level this month should be seen as a positive sign," said Scott Anderson, president and CEO of Zions Bank. "Strong momentum in both the housing and labor markets are likely to continue to lead our economy out of recession, even if interest rates continue to rise and the Federal Reserve tightens its monetary policy."

Zions provides the CAI as a free resource to the communities of Utah. The monthly CAI summary reports are released at a monthly press conference, coinciding with The Conference Board's national CCI release date.

Sandy company trying to fill 1,600 new job openings

A Sandy company has put out a call for 1,600 new employees. Officials at General Dynamics Information Technology say they need to fill the full- and part-time positions as soon as possible with interviews starting this week.

The new jobs are for slots in the company's call center and range from entry level to management to support rapidly growing operations for the U.S. Department of Health and Human Services. The new employees will work on a company contract with the HHS Centers for Medicare and Medicaid Services. According to company spokesperson Jennifer Harvey, all new hires will work on the same project. Harvey did not disclose the expected salary range.

Employment grows 2.6 percent

Utah's non-farm payroll employment for May grew by an estimated 2.6 percent, adding 32,600 jobs to the economy as compared to May 2012, according to the monthly update report from the Utah Department of Workforce Services. Utah's current employment level registers 1,282,700.

The May seasonally adjusted unemployment rate measured 4.6 percent, having fallen one tenth from April. Approximately 63,400 individuals were unemployed and actively seeking work. The national unemployment rate increased slightly to 7.6 percent in the same month.

While continuing to add jobs, the labor market in Utah experienced the lowest rate of year over growth thus far in 2013. However, the current year trend of job, employment and labor force expansion continued over the month.

The number of employed and the overall labor force size increased, and the labor force participation rate, which measures the share of non-institutionalized civilian population who are employed or actively seeking work, registered an increase of roughly 0.3 percent. The number of employed individuals increased by approximately 8,700 from April to May.

Of the 11 industry groups observed, nine posted year-over-year employment gains. The largest gains were in trade, transportation and utilities (10,900 jobs); professional and business services (7,400 jobs); and leisure and hospitality (4,200 jobs). The natural resources and mining industry showed no change compared to May of 2012 and the government sector lost approximately 5,200 jobs in that same time frame.

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NAIOP elects 2013-14 board, Baird as chair

NAIOP Utah, the Commercial Real Estate Development Association, has announced several leadership changes to its board of directors for the June 1, 2013, through May 31, 2014, term.



Dana Baird

Dana Baird of Cushman & Wakefield Commerce was elected board chair, and Dusty Harris of Hines as president-elect. Zions Bank's John Bergstedt is treasurer; RiverPark's Jason England is secretary; Joshua Creer of The Buckner Co., is membership chair; CBRE's Mark Bouchard is public affairs chair; Penn Owens of Layton Construction Co. is programs chair; and Nate Boyer as the chapter's Developing Leaders chair.

Remaining on the NAIOP

board are executive committee members: Jeffrey Gochnour, Cottonwood Partners; Mike Allen, Ballard Spahr LLP; and Scott Kaufmann, Rio Tinto | Kennecott. Michael Chappell of Arden Realty and Dale Smetana-Nelson continue their respective multi-year terms as the chapter's NAIOP corporate board members.

"I am honored to serve as president of the NAIOP Utah Chapter," said Baird. "I am passionate about influencing the landscape of commercial real estate and look forward to bringing my energy and dedication to benefit this highly esteemed group of Utah's real estate leaders."

NAIOP supports the Utah commercial real estate industry by influencing local, state; and regional legislative policy providing superior education events; and fostering networking opportunities.

Sorenson Capital acquires St. George electronics firm

Wilson Electronics, based in St. George, has been acquired by Salt Lake City's Sorenson Capital. In addition, Sorenson Capital managing directors Fraser Bullcock and Tim Layton, as well as principal LeGrand Lewis, have joined Wilson Electronics' board of directors. Solamere Capital co-invested in a minor capacity along with Sorenson. Wilson manufactures a line of cellular signal boosters.

"As a market share and performance leader in its industry, Wilson represented a compelling investment opportunity," said Lewis. "We look forward to continuing Sorenson Capital's tradition of taking companies to the next level by capitalizing on Wilson's strong product leadership and transformational growth opportunities."

Wilson's patented technologies and designs have solved weak signal connectivity problems for individual cellular subscribers and

cellular users in business and government settings for more than 14 years. Through easy-to-install antennas and signal boosters, Wilson's signal amplifying solutions provide strong signal reception and reliable data transfer for offices, homes and commercial buildings located in weak signal areas, as well as mobile environments such as vehicles.

"We are thrilled to have found a strategic partner in Sorenson Capital to assist us in delivering improved cellular service on a greater scale," said Jim Wilson, founder of Wilson Electronics, who will continue to serve on the company's board of directors.

"With Sorenson Capital on board, we anticipate a significant growth phase as we continue to develop technology and consumer, enterprise and industrial products that drive value for cellular users," said Robert Van Buskirk, president, CEO and board member of Wilson.

OPIC and WTC-Utah to host overseas markets seminar

Utah small businesses will have an opportunity to learn how to gain access to lucrative emerging markets overseas with the support of the U.S. Government's development finance institution, the Overseas Private Investment Corp. (OPIC), when OPIC and World Trade Center Utah host a seminar in Salt Lake City on July 10.

The seminar, part of OPIC's Expanding Horizons outreach program, will outline for participants the innovative financial tools — among them financing and political risk insurance — that OPIC has used for over 40 years to help U.S. businesses successfully in-

vest in emerging markets. In addition, the seminar will feature detailed guidance on applying for OPIC support.

The OPIC-WTC Utah seminar will be held at the Salt Lake Chamber, 175 E. 400 S., Suite 600. Since 2006, OPIC has held Expanding Horizons workshops and seminars in Atlanta, Chicago, Los Angeles, Miami, Newark, Houston, San Francisco, Boston, St. Louis, Denver, Philadelphia, New York City, New Orleans, Seattle, Raleigh, Kansas City, Orange, Calif., Cleveland and Charleston which have educated over 2,500 small business owners nationwide about OPIC services.

Futura buys distribution center

Clearfield-based Futura Industries has purchased a distribution center in Clearfield from industrial real estate developer Prologis. Located at 1201 S. Industrial Parkway, the 217,708-square-foot warehouse building was constructed in 1979. Company officials cited its location near railways and major interstate roadways as a factor in the acquisition.

Founded in 1946 in Seattle, the primary business of Futura Industries is to design, manufacture and sell aluminum and vinyl extrusions. In 1976 the company moved its warehousing business to Clearfield, followed by its manufacturing operations in 1980. Fu-

tura plans to transfer its warehousing business to this new location.

"Futura Industries is undergoing a major expansion and we consider ourselves extremely fortunate to be able to buy a quality facility so close to our current base of operations," said Susan Johnson, president of Futura Industries.

"Futura has a strong history in Utah and has been looking for an opportunity to purchase a facility that will allow it to expand operations," said Andy Blunt of CBRE, who represented the buyer in the transaction. "This location is close to their current manufacturing site and will further strengthen the company's local presence."

NAWBO honors owners of the year, rising stars

The National Association of Women Business Owners-Salt Lake City Chapter (NAWBO) has announced its annual awards to three women. Named were two Woman Business Owner of the Year winners — a first for the organization — and two Rising Star award winners.

Debbie Jacketta, owner of Jacketta Sweeping and Jennifer Ruy-Jen Hwu, Ph.D., owner of InnoSys Inc. have received the business owner award while the Rising Stars are Jennifer Ha of JLJ Law and Joan Muscamp of Lemon Zest Marketing LLC.

Jacketta takes pride in being a second-generation business owner and says watching her parents grow the business taught her the importance of perseverance and hard work. Under Jacketta's leadership, the company reached sales of \$1 million in 2007. "The best advice I ever got from another business woman," Jacketta said, "was that it is OK to hire out the household chores. You should spend your time doing what is most profitable to you."

Hwu started InnoSys 12 years ago and it is now one of the very few companies in the world that offers affordable W-band (100GHz) high power devices for the next generation satellite communications. Hwu personifies exactly what immigration advocates espouse, encouraging bright immigrants to stay in the U.S. and start businesses here, especially manufacturing businesses. "I think the most exciting part of being a women business owner," she said, "especially a high tech business, is to have the access to the industry leaders to understand their technical needs and as a result devise technical direction and lead technical development in the company to become

a part of the industry solution."

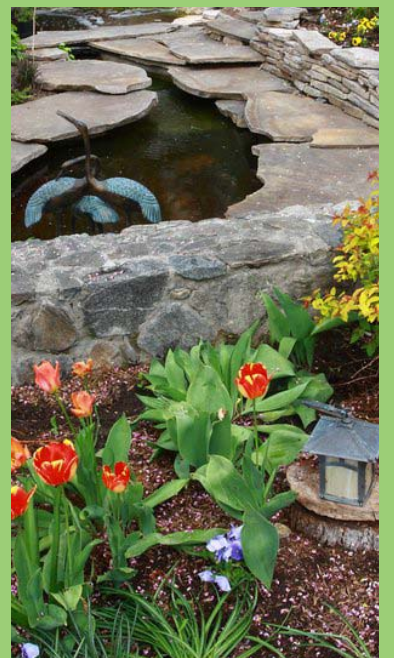
Ha earned her law degree and then started her own business, partnering with four other attorneys with the goal of serving her Vietnamese and other minority communities in immigration and other legal matters, under the law firm JLJ Law. Now in her third year in her practice, she has been successful assisting various ethnic populations and at the same time is involved in her community in other ways, such as organizing the Miss Vietnam Pageant and the Lunar Festival, as well as writing a blog in Vietnamese on legal issues facing her community. On being a woman business owner, she states, "My favorite part of being a woman business owner is being able to serve as a role model for young women, particularly those from minority communities, to show them that regardless of their race, sex or background, they can succeed if they have a vision of what they want to accomplish. I can't begin to count the number of times that people in my own family have questioned my ability to own a law practice because I was a woman and a minority and couldn't possibly 'win against a white man.'"

Muscamp has not been in Utah long; however, she has immersed herself in the community, supporting women, getting involved, attending and learning about everything marketing. "I think it comes down to freedom to thrive or fail, based on myself," said Muscamp when asked about the parts of business she loves. "It's the freedom to step into my own and be fully accountable for my actions and decisions, as well as the freedom to build the business showcasing my values, ethics and lifestyle."



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Industry Briefs

ACCOUNTING

• **Karen M. Summerhays**, a Salt Lake City accountant and owner and founder of The Summerhays Group, has passed the **U.S. Tax Court Examination** for non-attorneys, authorizing her to represent tax cases before the U.S. Tax Court. Nationally, only about 10 percent of people pass the exam, which is offered only every two years. Summerhays took the four-hour exam in Washington, D.C., and was notified this spring of the results. To prepare for the exam, she took more than 96 hours of class instruction and studied over a two-year period.



Karen Summerhays

ASSOCIATIONS

• The **Utah chapter** of the **Organization of Women in International Trade (OWIT)** recently formed, with the theme

of "United around the globe to foster international trade and the advancement of women in business." The chapter recently had its first event, a welcome kickoff in Lehi, during which Adam Slovick, an angel investor, discussed what angel investors look for. OWIT-Utah will have an educational workshop and a networking event each month and will partner with the World Trade Center Utah in programs held in its offices. Upcoming topics include export-import bank applications; the Economic Development Board of the Kingdom of Bahrain, cultural norms, and regulatory roadblocks. Details are at www.owitutah.org.

• The **National Association for the Self-Employed (NASE)** has selected **Gary R. Gygi**, owner of Gygi Capital Management, Cedar Hills, to serve on its 2013 Member Council. The council will share its unique insights and experiences to help guide the association in



Gary Gygi

new initiatives and programs, working with the association staff in a collaborative, as well as advisory, capacity to offer feedback on association programs and efforts. The council also will assist with the development of new initiatives to support NASE members and other small-business owners, including helping to launch localized "meet-ups" across the country.

• The **Marketing Association**

of **Credit Unions (MAC)** recently presented three awards to **America First Credit Union**, Riverdale. America First received a silver MAC medal for a microsite devoted to selling repossessed vehicles and bronze recognition for its 2012 annual report and for its 50 percent loan-to-value home equity email marketing campaign. The MAC has honored marketing achievements in the industry for 27 years. It announced its award winners at its recent annual convention in Las Vegas.

• The annual national conference and exposition of the **American Physical Therapy Association (APTA)** recently was held at the Salt Palace Convention Center. The July 26-29 gathering of nearly 2,000 physical therapists, physical therapist assistants and students was expected to bring just over \$1.35 million in total visitor spending to the area's economy. The meeting included education, technology, practice programming and networking events, plus keynote speaker Dave Barry, a Pulitzer Prize-winning humor columnist and author. Its expo showcased more than 200 companies. The organization represents over 85,000 physical therapists, physical therapist assistants and students of physical therapy nationwide. The Utah Division of Occupational and Professional Licensing (DOPL) currently licenses more than 2,340 physical therapists statewide.

• The **Sandy Area Chamber of Commerce** has entered into a strategic partnership with **Corporate Alliance** in a move designed to enhance benefits to

members of both entities and to strengthen the Sandy area economy and community. The partnership will result in sharing information, expanding networking opportunities, coordinating events, advocating to government entities with a louder voice and providing expanded training and workshop opportunities.

• **Kent C. Gibson**, president of Capstone Property Management LC, Salt Lake City, has been elected vice chairman of the **Building Owners and Managers Association (BOMA) International** for the 1013-14 year. The Board of Governors of BOMA International conducted the elections at its conference and expo in San Diego. Gibson has more than 25 years of industry experience. He served as secretary/treasurer of BOMA International during the 2010-11 term and has chaired the BOMA International Audit Committee, Finance Committee, Floor Measurement Standards Committee and Voluntary Codes and Standards Committee. He also has served as president of BOMA.

• The deadline for nominations for the Salt Lake Chamber's annual **Athena International Business Leader of the Year** award, which can be presented to an individual or organization, and for **Pathfinder awards**, for women paving the way in the community, is July 12. The 2013 recipients will be honored Nov. 12 during an award luncheon, which is held in conjunction with the chamber's Women & Business Conference. Nomination forms and award criteria are at http://www.slchamber.com/page/sandbox/view/womenandbusiness_info.

BANKING

• **Zions Bank** has hired **Keith A. Schmidt** as its executive director of Premier Wealth Management. The division includes private banking for high-net-worth clients; Family Business Services; and affiliates that provide investment and estate plan-



Keith Schmidt

ning, insurance services, trust services, retirement resources, cash management solutions and Zions Direct online bond auctions. Schmidt joins Zions Bank from Union Bank, where he served as director of wealth management for the bank's northern California territory. Schmidt previously directed wealth management and private banking for Wells Fargo in Texas, and spent 13 years with Bank of America in various senior positions.

ENGINEERING

• **Joe Walton** has joined **BHB Engineers**, Salt Lake City, as a project engineer. Walton has more than 12 years of professional experience in the design and management of building projects. He graduated from the University of Utah with a Bachelor's in Civil/Environmental Engineering in 2003. **Walton** is a LEED Accredited Professional and is licensed as a Professional Structural Engineer in the state of Utah.



Joe Walton

ENVIRONMENT

• The **Salt Lake Chamber** is encouraging individuals and teams to join its **"Clear the Air" Challenge** as a way to enhance air quality throughout the state by reducing vehicle emissions and vehicle miles traveled. Participants may, for example, take public transit, walk, ride a bike, telecommute (work from home), carpool or plan trip chains to reduce unnecessary back-and-forth trips. The Utah Transit Authority is offering a free \$50 RideClear pass in the month of July for up to 1,500 people who pledge to help improve air

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Industry Briefs

quality as a part of the challenge. The goals for 2013 challenge, the fifth year for the program, are to engage 10,000 participants statewide, eliminate 300,000 vehicle trips and save 2 million vehicle miles. Since 2012, more than 11,000 Utahns have participated in the Clear the Air Challenge, saving more than 5 million miles. Details are at <http://cleartheair-challenge.org/>.

HOSPITALITY/FOOD SERVICE

• **Zermatt Resort and Spa**, Midway, has received a **TripAdvisor Certificate of Excellence** award. The award, honoring hospitality excellence, is given to establishments that consistently achieve outstanding traveler reviews on TripAdvisor and is extended to qualifying businesses worldwide. Only the top-performing 10 percent of businesses listed on TripAdvisor receive the award. To qualify for a Certificate of Excellence, businesses must maintain an overall rating of four or higher, out of a possible five, as reviewed by travelers on TripAdvisor, and must have been listed on TripAdvisor for at least 12 months. Additional criteria include the volume of

reviews received within the last 12 months.

HUMAN RESOURCES

• **Mountain America Credit Union**, West Jordan, has earned **two Excellence Awards** from the Credit Union National Association (CUNA) HR/TD Council, which recognizes and honors credit unions that exemplify excellence in human resources and training. Mountain America won in the Council's Employee Engagement category for its "How-to Training Videos," a series of videos created in-house for use in the classroom that demonstrate a real-life environment using an attractive and audience-engaging medium. The credit union also won the HR/TD Management Practices award for its "IRA ELearning Suite," which successfully converted an entire operational training class to eLearning. The set of courses are accessible 24/7, provide a consistent message and can be revised as needed. The CUNA HR/TD Council is a national network of more than 750 credit union human resource and training professionals.

LAW

• **Human Resource Executive**

magazine and online legal news and ranking site Lawdragon have named **Michael Patrick O'Brien**



Mike O'Brien

of Jones Waldo, Salt Lake City, one of the nation's **100 most powerful employment attorneys**. For the fourth consecutive year, O'Brien was the only Utah attorney named to the list. The rankings appear in the sixth edition of the "Nation's Most Powerful Employment Attorneys." The selection process includes thousands of nominations reviewed by Lawdragon's staff of researchers, then by the nominee's peers and finally an editorial advisory board. O'Brien is a shareholder at Jones Waldo, leading the Employment Law Practice Group. He formerly was chairman of the Litigation department.



Kamron Keele

• **York Howell**, Salt Lake City, has announced the addition of **Kamron Keele** as a partner in the law firm. His practice will focus

on tax, corporate, employment, family, and elder law and real estate matters. Keele is a former partner at Callister Nebeker and McCullough. He has practiced law in New York and clerked at the U.S. Tax Court in Washington D.C. He received a Masters of Law in Taxation from Georgetown University Law School, a Juris Doctor from Tulane University Law School, and a Bachelor of Arts in English from The University of Utah.

MEDIA/MARKETING

• **Penna Powers Brian**



Eugene Kim



David Royal

Haynes, Salt Lake City, has announced the additions of **David Royal** and **Eugene Kim**. Royal, assistant media planner, is a soon-to-be-graduate of Brigham Young University. He has a diverse media planning background, including working as an account executive at the *Las Vegas Review Journal* and as an account planner in

BYU's Adlab. Kim, advertising account coordinator, is a recent graduate of the University of Utah in marketing. He previously worked as marketing director at Advanced Gloves, where he managed direct mail, branding and digital marketing projects, and as a social media intern at Fringe Media. While at the University of Utah, Kim served as vice president of the Next Generation Korean Americans club and as president of the Utah Collegiate Chapter of the American Marketing Association.

• A subsidiary of **Security National Financial Corp.**, Salt Lake City, has earned the **American Marketing Association's award for Branding/Rebranding**. The award was presented to **Security National Life Insurance Co.** by the Utah chapter of the AMA. The AMA award was presented to a Utah-based company whose marketing campaign had achieved the greatest measurable difference as the result of a new and redesigned marketing program. Security National Life demonstrated an expansion of its past advertising program with the addition of new-age pieces that allowed it to position itself to a wider market. Security National

see BRIEFS pg. 9

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Calendar

• July 10, 9-11:30 a.m.: **“Opportunity to Access Support For Expansion into Emerging Markets”** seminar, hosted by the Overseas Private Investment Corp. (OPIC) and World Trade Center Utah. Event will outline the innovative financial tools – among them financing and political risk insurance – that OPIC has used for more than 40 years to help U.S. businesses successfully invest in emerging markets. It also will feature detailed guidance on applying for OPIC support. Seminar is part of OPIC’s “Expanding Horizons” outreach program. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. Free. Details and registration are at <http://www.wtcutah.com/events/>.

• July 11, 3-5 p.m.: **“More PR For Every Business: It’s Not As Hard As You Think,”** an event sponsored by the Utah Technology Council (UTC). Representatives of Snapp Conner PR will provide a set of case studies, tips and easy-to-use examples of PR strategies every company can employ with or without the help of a PR agency.

Topics include “Content Creation and Promotion,” “Effective Press Releases for the New Era of PR,” “Using Quality PR to Drive SEO,” “Blogging Strategies and the Power of Guest Posts,” “Social Media Strategies” and “Easy Methods for Obtaining the Analytics that Count.” Location is Instructure, 6330 S. 3000 E., Suite 700, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details and registration are available at <http://www.utahtech.org/events/> or (801) 568-3500.

• July 17, 8:30 a.m.-4:30 p.m.: **“How to Start and Operate a New Business,”** presented by Salt Lake SCORE. Workshop will cover six topics: writing a business plan, marketing, legal business entities, financing, recordkeeping and taxes, and commercial insurance. Location is the Salt Lake County Government Complex, South Building Room 1010, 2001 S. State St., Salt Lake City. Free. Details are at saltlake.score.org/.

• July 17, 5:30-8 p.m.: **“How to Form an LLC,”** presented by Salt Lake SCORE. John Parsons, a business attorney, will discuss how to complete the paperwork

to register a Limited Liability Company and what must be done to ensure the liability protection offered by an LLC is not accidentally lost. Location is Parsons Kinghorn Harris, 111 E. Broadway (corner of 300 South and State Street), 11th floor, Salt Lake City. Cost is \$85. Details are at saltlake.score.org/.

• July 31-Aug. 3: **Outdoor Retailer Summer Market** trade-show, a gathering of retailers, manufacturers, industry advocates and media in the outdoor recreation industry. Produced by Nielsen Expositions. Location is the Salt Palace Convention Center, Salt Lake City. Details are at www.outdoorretailer.com.

• Aug. 15, 5:30-8 p.m.: **13th Annual Women in Business Summer Social**, presented by the Salt Lake Chamber Business Women’s Forum and Questar Corp. There will be hors d’oeuvres, a hosted bar and silent auction, networking and entertainment and vendor exhibits. Location is Upstairs at the Gallivan, 50 E. 200 S., Salt Lake City. Registration is \$50 until July 15, \$65 thereafter. Event silent auction donations

are being accepted, as well as sponsorships. Learn more at www.slchamber.com/summersocial.

• Sept. 8-11: **2013 Material Handling & Logistics Conference**, sponsored by engineering company Dematic. Conference is designed to educate participants on how to benchmark their own supply chain goals, quantify gaps and help them build their own actionable 100-day plan to start closing those gaps. Keynote speaker will be Jay Leno. Location is Grand Summit, Park City. Cost is \$700 (\$900 after Aug. 24). Details are available at www.mhlc.com or by contacting Cheryl Falk at cheryl.falk@dematic.com or (262) 860-6715.

• Sept. 10-12: **PERS(Personal Emergency Response System) Summit**, presented by alarm monitoring company AvantGuard, based in Ogden. Event will provide alarm dealers with the information and tools they need to successfully market and manage their PERS businesses. Keynote speakers will be Elizabeth Smart, an abduction survivor and strong supporter of alarm monitoring for homes; and Kristin Simmons,

partner and customer experience architect at Lightswitch. Location is Deer Valley Resort, Park City. Registration is \$350 for AvantGuard dealers and \$450 for non-dealers and vendors. Registration is at perssummit.com.

• Oct. 11, 6 p.m.: **Utah Technology Council Hall of Fame Gala**, a black-tie event honoring accomplishments of the Utah technology industry. Networking reception begins at 6 p.m., following by 7 p.m. dinner and program. Keynote speaker will be Shantanu Narayen, president and CEO of Adobe Systems Inc. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Details are available at (801) 568-3500.

• Oct. 29-Nov. 5: **Salt Lake Chamber trip to Eastern Europe**. Includes visits to Prague, Czech Republic; Vienna, Austria; and Budapest, Hungary. Cost is \$2,599, with a \$450 deposit due by July 1. After July 1, the cost is \$2,799. Details are available by contacting Maria Nelson at (801) 328-5047 or mnelson@slchamber.com.



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BRIEFS

from p.7

Life used the marketing campaign to not only attract new customers but to enhance the company's internal corporate marketing program, improve external recruiting for new salespeople, and expand its divisions.

REAL ESTATE

• **Influence Real Estate**, Cottonwood Heights, now has a **second office** at 597 S. Pleasant Grove Blvd., Suite 9, Pleasant Grove.

RETAIL

• **The King's English Bookshop**, Salt Lake City, has hired **Jennifer Adams** as marketing manager. Adams has published more than two dozen books, including cookbooks and literary nonfiction. She has worked as an editor for many years, first at Deseret Book and then at Gibbs Smith, Publisher, where she managed the cookbook and children's lines. She also has worked as an editor at Quirk Books in Philadelphia.



Jennifer Adams

• **Station Park**, Farmington, has announced its **summer concert series**, with a different band every Saturday. The "Rock the Park" concerts will take place on Saturdays from 7-9 p.m. in The Village and are free to the public. Concerts include Eclipse (a cappella), July 6; Kahuna Beach Party (Beach Boys tribute), July 13; Blue Moon Swamp (Credence Clearwater Revival tribute), July 20; Imagine (Beatles tribute), Aug. 3; Hit Explosion ('70s and '80s), Aug. 10; Radical Revolution ('80s), Aug. 17; and No Limits (Top 40), Aug. 24.

SERVICES

• **Lois M. Brandiet** has joined **Karren, Hendrix, Stagg, Allen & Co.** and **Stagg Fiduciary Services LLC**, Salt Lake City, to provide guardian services, extending the financial assistance and conservatorship services that KHSA/Stagg have provided for many years. Brandiet will manage the newly formed Guardian Advocate Services LLC to provide guardianships to older and/or incapacitated persons. In addition to guardianships, services will include assessments, consultation, care planning, evaluations for capacity or testamentary capacity, and expert witness testimony.

• **MarketStar**, a sales process and personnel agency based in Ogden, has announced a partnership with **Marketo**, a provider of a cloud-based marketing software platform and marketing automation software. As an Agency Managed Service Provider and Marketing

Service Partner, MarketStar now is qualified to provide consultation and ongoing services to Marketo users.

TECHNOLOGY/LIFE SCIENCES

• **USA Technologies Inc.**, Salt Lake City, has announced the re-election of all of its directors for an annual term. They include **Deborah G. Arnold**, **Steven D. Barnhart**, **Joel Brooks**, **Stephen P. Herbert**, **Albin F. Moschner**, **Frank A. Petito III**, **Jack E. Price**, **William J. Reilly Jr.** and **William J. Schoch**. The re-election occurred during a recent

annual shareholders meeting. The company provides wireless, cashless payment and M2M telemetry solutions for small-ticket, self-serve retailing industries.

• **Nicole Petriello** and **Laura Shafer** of StorageCraft Technology Corp., Draper, have been recognized by UMB Tech Channel's *CRN* magazine as two of the top **Women of the Channel**. *CRN*'s annual list recognizes nearly 300 female executives across vendor channel organizations, distributors and solution providers for their accomplishments over the past year, and the far-reaching impact they are having on the technology industry going forward. This year's

Women of the Channel were chosen by the editors of *CRN* based on their achievements as executives and the amount of influence they wield over the technology channel. Shafer is the director of product marketing and works in the company's corporate headquarters. Petriello serves as director of distribution and channel programs at StorageCraft. She is a 16-year veteran of the technology channel, has been with StorageCraft for three years and is based in New Jersey.

TRANSPORTATION

• **Pleasant Valley Biofuels** (PVB) has **begun operations** in

Washington, Utah, with a facility that will operate at a capacity of 1.5 million gallons per year. The company operates with a vision that is dedicated to the production of clean, renewable and sustainable alternative fuels from organic oils. Its products include biodiesel, RIN generation and glycerin. Pleasant Valley leased 12,835 square feet at 262 W. Industrial Drive. Roger Stratford of NAI Utah Southern Region represented the tenant and Dell Nichols of Commerce Real Estate Solutions represented the landlord in the transaction.

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Make a sale or create an outcome? One has more power

The two least understood words in sales are also the most powerful.

• Both of the words are related.

• Both of the words have nothing and everything to do with the sale.

• Both of the words have more power than any other fact or figure about your product or service.

• Both of the words determine your understanding of the selling process and how it relates to your sales success.

• Neither of the words currently appear in your slide presentation or your sales presentation.

The words are "ownership" and "outcome."

When someone comes into your place of business, or you call on someone, or someone calls you to buy, or someone goes to your website to buy, it's based on the same reason: they want to take ownership.

And after ownership, they have an expectation of how they will use, enjoy and profit from the purchase. That's called *outcome*. And customers have an expecta-

tion of it BEFORE they purchase.

I don't go into a car dealership to buy a car. In my mind I've already bought the car. The reason I'm there is to get back and forth to work. Or show my customers how cool I am. Or show my neighbors how cool I am. Or take vacations with my family.

Those are outcomes.

What happens AFTER I take ownership of whatever it is you're selling is one billion times more powerful than the sale itself. Salespeople who focus on "trying to sell" miss the entire opportunity to engage the customer emotionally about how they will enjoy, produce more and profit more from the purchase — from ownership.

NOTE WELL: In the sales process, it's broken down to: What's the real need? What's the real urgency? What's the real desire? Who is the competition? Does the prospect have the budget or the money? Do I understand the customer and his or her business? Have I emotionally engaged them? Do they like me? Do they believe me? Do they have confidence in me? Do they trust me? And am I good enough to gain commit-

ment?

That's a pretty complete list. But those answers pale in comparison to "ownership" and "outcome."

What will the customers do after they take ownership? What does the customer want the outcome of their purchases to be? And as a salesperson, that needs to be your focus.

THE BEST NEWS IS: Neither ownership nor outcome have anything to do with price. They have everything to do with the emotion of the sale. And your main job as a salesperson is to find out why they want to take ownership, and what they expect the outcome to be after they take ownership.

It is a *visualization* process. You literally paint a picture of what you believe will happen to the customer once they possess what it is you're selling. And please do not misinterpret this lesson as only for a "product" sale. Service is sold exactly the same way.

I don't want to pay an annual maintenance fee. Rather, I want peace of mind that if my air conditioner, or my heater, or my copy machine, or my roof needs repair that someone will be there to do it in a heartbeat. Terms and conditions are one thing — that's the

cost. Peace of mind is another thing — that's the value, that's the outcome, and that's what I am buying.

And more often than not, it is NOT what you're selling.

Here's what to do:

• **Review your entire sales presentation.** See what percentage, if any, focuses on the pride of ownership and the outcome of ownership.

• **Allocate presentation time to outcome.** If, as I suspect, there is little or nothing about ownership and outcome, then I recommend at least 25 percent of your presentation focus on it.

• **It begins by asking questions.** Questions that will get you to the motive of why the customer wants to buy. Questions that will get you to the understanding of when they want to buy, and why that's important to them. Questions about their past history as it relates to your product or service. And questions about how they intend to use your product or service once it is purchased.

• **Questions will generate dialogue.** Emotional dialogue. Emotional dialogue trumps price. Once your customer or your prospective customer understands how they win, how they will

enjoy, how they will benefit from, how they will produce from, and how they will profit from what it is that you're selling, then you can get down to buyer urgency.

• **Get to their urgency.** The more emotional the dialogue, the more "urgency" will become evident. And the less important price becomes.

KEY POINT OF IMPLEMENTATION: Visit customers who have already purchased your product or service. Discover how they use and benefit from ownership of your product. Document everything you find. Don't try to remember anything. Write it all down.

Visit at least 10 customers. At the completion of those visits you will have all the information you need about ownership and outcome. You will have a new and more powerful presentation. You will also make more sales. And that's an outcome you can bank on.

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible* and *The Little Red Book of Selling*. His forthcoming book, *21.5 Unbreakable Laws of Selling*, will be available Sept. 3, and will feature a national public seminar tour. Get the details at www.gitomer.com.

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UTC chief says talent shortage is 'off-the-charts issue'

Brice Wallace
The Enterprise

Utah's technology industry continues to grow, but concerns about ensuring a quality workforce continue to nag the president and chief executive officer of the Utah Technology Council.

"This talent shortage is our No. 1, off-the-charts issue," Richard Nelson said recently in discussing the state of the tech industry in Utah. "Back in the old days, it used to be funding. Well, funding follows talent, talent follows funding and funding attracts talent. These continue to be intertwined."

The most recent employment statistics available show a still-growing industry, which includes both information technology and "clean" technology. They indicate that tech industry employment in Utah totaled 66,134 in 2011, up from 63,390 in 2010.

Total tech industry wages

were \$4.3 billion, or 9 percent of the state's total non-agricultural wages, in 2011. That's up from \$3.96 billion and 8.7 percent in 2010.

"We are the growth engine of the state," Nelson said.

What's more, tech jobs pay more than most other jobs in Utah. In 2011, its average was \$65,145, or 64.3 percent higher than the average annual non-agricultural pay. That's up from \$62,517 in 2011.

The state's 49,489 information technology jobs paid an average of \$66,858, or 68.6 percent higher than the state average. IT jobs in 2010 totaled 47,127 in 2010.

Clean tech jobs paid an average of \$59,814. The number of clean tech jobs rose from 16,263 in 2010 to 16,645 a year later.

"Talent is driving up the price. You don't get cheap talent here," Nelson said. "Our software developers and engineers command a national price, and they should. They're very talented, they love

living here, and now our companies recognize that in order to keep talent. The good news is, we're nationally competitive."

More-recent statistics, from last fall, indicate the state has 4,745 total tech companies, up from 4,636 a year earlier. The number of IT companies rose by 81 during that period. The number of clean tech companies slipped from 616 to 544, but Nelson described it as "a very viable industry."

Nelson was heartened by results of a survey the UTC did last fall. "Over 80 percent of our companies, when you talk about revenue, said, 'We're growing and thriving.' Less than 10 percent said, 'We're declining.' Every indication is we're healthy and we'll continue to grow and thrive. The state of the industry is very strong. ... It's not one organization, it's not one company, it's not state government. It's multiple places we see this 'wow factor.'"

But the UTC wants to keep

the industry on a growth trajectory, with its top priorities being addressing a talent shortage, increasing access to funding and helping companies become globally competitive.

Among the steps to keep the flow of skilled workers entering the industry is an emphasis on boosting education in the science, technology, engineering and math (STEM) disciplines. The organization already has supported HB139, which created the STEM Action Board and STEM Action Center to create educational programs and provide better tools for public middle and high school students.

"We need to help them with direction," Nelson said of what he called 600,000 underserved students. "We need to let them know what the options are. ... They don't realize that the future is now and the answer is this innovation economy."

As a first step to get students jazzed about STEM education,

UTC trustees and corporate CEOs recently met with 850 middle and high school guidance counselors "to excite the counselors so that they could then convey that and leverage that into exciting the students," Nelson said. "That's the key: Telling the story of what's cool and why you should take an extra year of math. It really does make a difference, whether you become a technologist or not."

"We haven't gotten the message down the road. We haven't been specific enough. We haven't painted that clear enough, so these traditional students have gotten stuck and gotten off-track."

But he acknowledged that the high salaries of tech jobs might not have the allure it once had for youngsters.

"Pay isn't their No. 1 hook," he said. "The 'Millennials' are all about making a difference; they're about causes. But they don't re-

see UTC pg. 13

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Riverton and Lehi

Cities among nation's top 10 suburbs

Riverton and Lehi are ranked among the top 10 cities in Coldwell Bankers "Top Booming Suburbs in America" survey — the final installment of the Coldwell Banker Best Places to Live series.

The "Booming Suburbs" ranking rated 1,500 communities based on increased year-over-year levels in employment and unemployment percentages below the national norm, along with a range of attributes that include access to suburban staples (grocery stores, banks, etc.), proximity to good schools, commuting by car and community safety.

Riverton, which ranked sixth on the list, recorded a 2.9 percent increase in employed residents

with an average commute time of 25 minutes. It was noted for its transformation from a rural farming town, thanks to a rise in big-box national retailers, financial institutions and chain restaurants. Now home to the IT jobs of The Church of Jesus Christ of Latter-day Saints, regional companies based in Riverton include Micron Technology Inc., Xango and Cabela's.

Lehi, eighth on the list, has an employment growth of 4.2 percent and an average commute time of 25 minutes. The city is known for its strong workforce supported by graduates of Utah Valley and Brigham Young universities. Thanksgiving Point, the museum

complex with a professional golf course, continues to attract regional business tenants to its new office park.

"Riverton and Lehi, like much of the country, have seen an increasing amount of growth over the past few years," said Chris Jensen, president of Coldwell Banker Residential Brokerage. "These communities are filled with residents excited about expansion and increasing employment and opportunity. It's nice to see them recognized on a national level."

Packard gets Distinguished Banker Award

The Utah Bankers Association has bestowed its Distinguished Banker Award on Matt Packard, chairman, president and CEO of Central Bank, in recognition of his active leadership in Utah's banking industry and his many years of exceptional community service. The presentation was made at the association's annual convention.

Packard represents a legacy of Utah banking. His great-grandfather, Milan Packard, founded Springville Banking Co., Central Bank's predecessor, in 1891. He became president of the bank in 2001 and was named chairman in 2004. Under his leadership, Central Bank has grown to \$720 million in assets with 190 employees in 10 offices in Utah County.

Packard has served as President of the Springville Chamber of Commerce and a member of the Springville City Council. He has served many community organizations, including the Springville Power Board and the IHC South Region Board. He is a founder of the Polar Bear Plunge held annually on New Year's Day to raise funds for The Incredible Journey Arts Foundation.

According to UBA president Howard Headlee, Packard has consistently shared his time and energy to enhance banking's influence at the local, state and national levels, serving as chairman of the Utah Bankers Association, the UBA convention chair, AIB – Utah, and Western Independent Bankers. Recently, he has become chairman of Friends of Traditional Banking, a nationwide initiative dedicated to educating Congress regarding the challenges facing the banking industry.

With international headquarters in Melville, N.Y., Schein, serves a worldwide customer base of office-based dental, medical and animal health practitioners. Primarily involved in products and equipment for these industries, Schein also provides technology and other value-added services — the primary focus of its Utah-based operations.

Since Henry Schein opened his pharmacy in Queens, N.Y. in 1932, the organization has grown to become a Fortune 500 company, currently ranked as America's 296th largest company, and has been named to *Fortune's* list of Most Admired Companies for 12 straight years. Schein employs more than 15,500 people in 25 countries.

entrepreneurs who launch businesses in the U.S. and meet certain job creation, revenue generation and financing goals.

The organization also is focused on tech company expansion. "Instead of saying, 'Let's grow our companies' — which is where we've been before — let's help them become more competitive ... and if you're large enough, maybe 50 employees or larger, let's help you become globally competitive," he said.

If all the priorities are addressed, Nelson predicts, Utah can further leverage its entrepreneurial spirit.

"This entrepreneurship that we have is a surprising competitive advantage. You can't create it, you can't import it, but we have it in our DNA here. That's why this really works. That's why [Utah is on] everyone's radar for expansion and even headquarters. ... This [tech] community continues to grow and thrive."

SCHEIN

from p.1

employees.

Present at the groundbreaking ceremony in addition to Schein officials were Sophia DiCaro, deputy director of the Governor's Office of Economic Development, Utah Valley Chamber of Commerce President Val Hale and American Fork Mayor James Hadfield. The groundbreaking was hosted by Coldwell Banker Commercial NRT and local property management company C&R Properties, both instrumental in the development of the project.

Draper-based Robinson Brothers Construction, builder of other North Pointe projects, is the primary contractor on the project.

UTC

from p.11

alize that STEM opens those opportunities up. ... It's not about the money first. These STEM jobs and IT and clean tech careers absolutely are the ways that you can change the future.

"Frankly, someplace has to have the best model in the country for STEM. So far nobody's got it. ... We've got a chance at being one of if not the best in the country."

Another UTC priority is a national immigration bill, which Nelson said is a "must-have" for the industry to increase the skilled-worker pool this year. It supports increasing the availability of temporary skilled worker (H-1B) visas; exempting all advanced STEM degree holders from U.S. universities from the annual employment-based green card cap; and creating new investment visas and green cards for immigrant en-

REFINERY

from p.1

community."

The project is expected to pay more than \$99 million in wages over 12 years. To get the incentive, the jobs must pay at least the Emery County average annual wage, including benefits. State tax revenue from the project is expected to be over \$60 million during that period.

The U.S. Energy Information Administration's website indicates the U.S. had 144 operable petroleum refineries as of Jan. 1, 2012. The newest refinery began operating in 2008 in Douglas, Wyo., but the newest significant refinery began operating in 1977 in Garyville, La. Rather than build new facilities, companies have opted to boost capacity through upgrades or new construction at existing facilities.

Diesel said the first phase of the Emery County project would produce 10,000 barrels per day of jet and diesel fuel. A 5,000-barrels-per-day second phase will produce mostly paraffin wax. *Emery County Progress* in April quoted Diesel as saying that the facility will occupy 180 acres of a 500-acre property.

Emery Refining was formed and funded by Bridgehouse Capital, the family office and adviser to a number of family funds with investments in industries including commercial and residential real estate, power generation, data centers and natural resources. The refinery will be designed, built and operated by Rock River Resources LLC, a division of Emery Refining

and also Houston-based.

"This refinery is an investment in the future of Utah — putting people and technology to work to meet the future energy needs of the state and the region," said Jeff Beicker, chief operating officer of Rock River Resources. "We appreciate the support of the state and local community leaders who have worked closely with us over the past three years and we look forward to breaking ground later this year."

GOED officials said that Mike McCandless, Emery County's economic development director, had worked on the project for three years.

"Emery County has been working for nearly a decade to bring industrial development into Green River," McCandless said. "This project is the culmination of that effort. The county and city leaders have worked diligently to prepare the community for this project and now we are all ready to see it happen. This project is a game-changer for Green River and will be a positive influence in the community for decades. This will positively affect every aspect of the Green River community from tax base to employment to overall community pride."

Cody Stewart, Gov. Gary Herbert's energy adviser, said the project "represents a substantial amount of investment into our state in support of energy development, which is one of the governor's four cornerstones of economic prosperity." Stewart added that the refinery will help with rural job creation in both the Paradox and Uinta basins.

In other categories, prices for clothing increased 0.8 percent due to an increase in the cost of children's apparel, and prices for education and communication (up 0.7 percent) rose as institutions across the state increased tuition. Food at home prices fell 0.8 percent due to a decrease in the price of certain meats and produce. Additionally, the prices for recreation (up 0.3 percent) and other goods and services (up 1.2 percent) increased, while prices for medical care fell slightly (down 0.1 percent). Food away and utility prices remained unchanged from April to May.

employees to 27 during the past 16 months. Exelis accounts for about half of its business, according to owner Robert Wallace.

Erick Allen, involved in client relations and preconstruction services for Layton Construction, said the company has more than 450 employees and that Utah's strong employee skill levels have allowed the company to expand in Utah and elsewhere.

"Utah has definitely been a strong economic environment for Layton Construction to utilize as a springboard and to grow not just here in Utah but in other parts of the country," Allen said.

CPI

from p. 3

ery dollar consumers spend, the seemingly minimal increase actually has a large impact on consumer purchasing power. Notably, hotel rates increased nearly 2 percent last month — an important indicator for the state's multi-billion dollar tourism industry. According to Utah's tourism office, the industry continues to grow at a relatively fast rate, primarily due to the state's ability to attract visitors year-round.

JOBS GOAL

from p.1

hire people who have advanced through their focused training programs. The decision to expand in Utah was driven by "this infrastructure of employees and this constant flow of really educated and trained workforce that can immediately start working on our products," he said.

Among companies growing along with Exelis is Hydraulics International Inc. The manufacturing machine shop has grown from 10

Opinion

Maybe we need to take ourselves less seriously

In a previous life — one in which a lost sale would ruin my entire weekend — I had a client who never smiled. Not occasionally. Not once in a while. Not even once. Never. He would groan when I quoted him a price. He would gripe when he got his ad proofs. And he'd be on the phone carping within minutes of receiving his invoice. But, despite my best efforts, I never saw him smile.

I often wondered how the culture must have been at this guy's place of business. He must have been a bear to work for — or to just be around. No joy in his Mudville!

A co-worker on that same job had recently returned from an internship for a marketing firm in Tokyo. He reported that the culture in Japan dictates that humor be left for the after-office-hours sake. Smiling in the office is de facto evidence that you're loafing.

I'm glad that in the American office — at least the American offices of my experience — things are done differently. A good sense of humor seems to lighten the

atmosphere and it certainly creates happier workers.



John M. Rogers

A recent *Fortune* magazine story related how Sun Microsystems seems to thrive in an environment of wild creativity — another way of saying "sense of humor," I guess. At least once a year, engineers and executives band together to pull off a mega-prank. Most recently, CEO Scott MacNeally found a Volkswagen Beetle parked in his second-story office.

"What we are looking for first and foremost is a sense of humor," MacNeally told *Fortune*. "Then we are looking for people who have to excel to satisfy themselves and who work well in a collegial environment. We don't care that much about education and experience, because we can train people to do whatever they have to do. We hire attitudes."

That's refreshing! Are you taking notes, you HR folks?

When interviewing potential employees, Mitzi Sales, executive director of a well-known nonprofit agency, uses a strict congeniality test: if a person doesn't smile

at least three times during the interview, Sales won't hire them. Why? "Because they're probably sour people, and in a teamwork situation you need pleasant people." Sales herself is said to "grin like an idiot throughout the entire interview." Perhaps that's the secret to her success.

At *The Enterprise*, the sales and marketing guys are on the other side of the hall while our side houses the creatives. Laughter from across the hall seems more forthcoming than from our side. We say it's because this is where the work gets done. They say that's humor.

While a little humor can certainly do wonders around the office, don't confuse humor with jokes. While humor allows us to see the absurdity in situations, jokes, by definition, come at someone's expense.

"Jokes, by their nature, tend to have an edge to them, so people typically tone it down at work," says Laura Vanderkam, author of *What the Most Successful People Do at Work*. "It's hard to do well and easy to do badly."

Michael Kerr, an international business speaker and author of *The Humor Advantage*, says the amount or type of

humor you'll find in any given workplace depends almost entirely on the culture. "In workplaces that encourage people to be themselves — that are less hierarchical and more innovative — people tend to be more open with their humor," he says. "Even people who aren't always comfortable sharing their humor tend to do so in more relaxed environments where the use of humor becomes second nature with everyone's style."

Did you get that? Less hierarchical and more innovative! That tells me that a work environment where humor is acceptable is fertile ground for innovation. We can't all be stand-up comedians — in fact, we don't want that guy around — but it certainly seems to breed creativity, even productivity, when we learn to take ourselves less seriously.

The great nationalist leader of India, Mahatma Ghandi kind of put this idea of humor in perspective. "If I had no sense of humor, I would have long ago committed suicide," he once said. Think about it!

John Rogers is the managing editor of *The Enterprise*. Contact him at john@slenterprise.com

Evil men don't always snarl — and other random thoughts

Random thoughts on the passing scene:

Edmund Burke said, "There is no safety for honest men, but by believing all possible evil of evil men." Evil men do not always snarl. Some smile charmingly. Those are the most dangerous. If you don't think the mainstream media slants the news, keep track of how often they tell you that the Arctic ice pack is shrinking and how seldom they tell you that the Antarctic ice pack is expanding. The latter news would not fit the "global warming" scenario that so many in the media are promoting.



Thomas Sowell

Someone has referred to Vice President Biden as President Obama's "impeachment insurance." Even critics who are totally opposed to Barack Obama's policies do not want anything to cut short his presidency, with Joe Biden as his successor.

People who refuse to accept unpleasant truths have no right to complain about politicians who lie to them. What other kind of candidates would such people elect?

Given the shortage of articulate Republican leaders, it will be a real loss — to the country, not just to the Republicans — if Sen. Marco Rubio discredits himself, early in his career, by supporting "comprehensive" immigration reform that amounts to just another amnesty, with false promises to secure the border.

Ever since I learned, as a teenager, that the "Saturday Evening Post" magazine was actually published on Wednesday mornings, I have been very skeptical about words. "Gun control" laws do not control guns, "rent control" laws do not control rent and government "stimulus" spending does not stimulate the economy.

It is hard to think of two people with more different personalities than New York's Mayor Michael Bloomberg and President Barack Obama. But they are soul mates when it comes to thinking that they ought to take a whole spectrum of decisions out of citizens' hands, and impose the government's decisions on them.

Maybe the reason for the New York Yankees' low batting averages has something to do with the fact that so many of their batters seem to be swinging for the fences, even when a single would score the winning run.

President Obama's denial of knowledge about the various scandals in his administration that are starting to come to light suggests that his titles should now include Innocent-Bystander-in-Chief.

It has long been my belief that the sight of a good-looking woman lowers a man's IQ by at least 20 points. A man who doesn't happen to have 20 points he can spare can be in big trouble.

When Attorney General Eric Holder argued that a "path to citizenship" for illegal immigrants was a "civil right" and a "human right," that epitomized the contempt for the public's intelligence which has characterized so much of what has been said and done by the Obama administration.

You know you are old when waitresses call you "dear."

Although many people have been surprised and disappointed by Barack Obama, it is hard to think of a president whose policies were more predictable from his history, however radically different those policies are from his rhetoric.

When any two groups have different

behavior or performance, that plain fact can be turned upside down and twisted to say that whatever criterion revealed those differences has had a "disparate impact" on one of the groups. In other words, the criterion is blamed for an injustice to those who failed to meet the standard.

Have you heard any gun control advocate even try to produce hard evidence that tighter gun control laws reduce murder rates? Does anyone seriously believe that people who are prepared to defy the laws against murder are going to obey laws against owning guns or large capacity magazines?

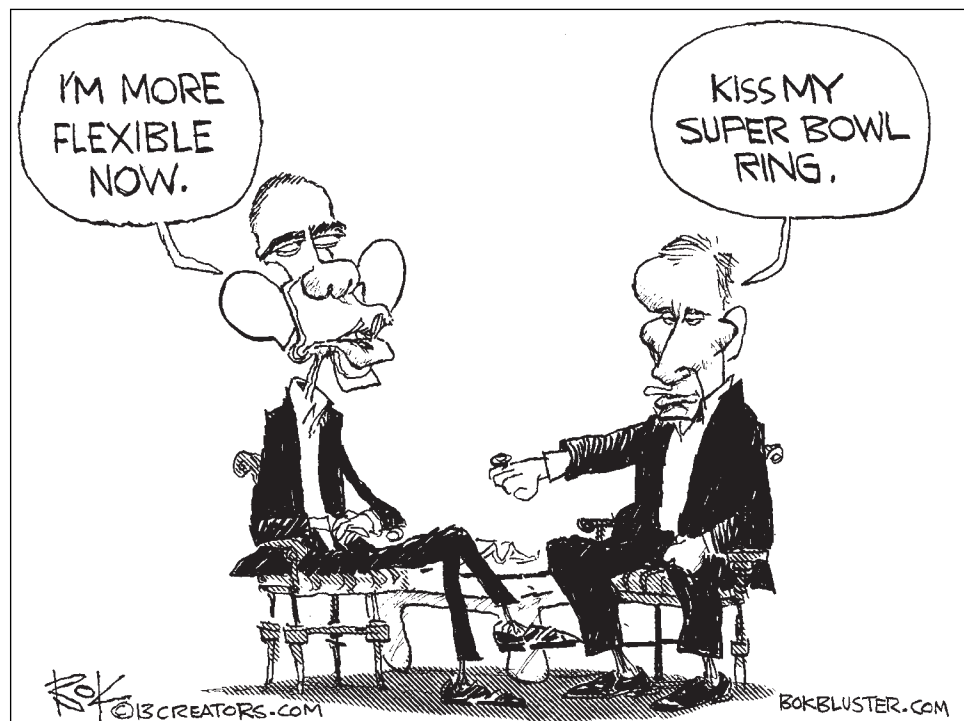
I may be among the few people who want Attorney General Eric Holder to keep his job — at least until the 2014 elections. Holder epitomizes what is wrong with the

Obama administration. He is essentially Barack Obama without the charm, so it should be easier for the voters to see through his lies and corruption.

Despite political differences, it is hard not to feel sorry for White House press secretary Jay Carney, for all the absurdities his job requires him to say with a straight face. What is he going to do when this administration is over? Wear a disguise, change his name or be put into a witness protection program?

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University. His website is www.tsowell.com. To find out more about Thomas Sowell visit the Creators Syndicate web page at www.creators.com.

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Opinion

Bill must reform the Border Patrol, not just immigration

Immigration reform has now passed the Senate and an amended bill could also pass the House of Representatives. The results will improve life for millions of undocumented workers and their families — but the costs will not be negligible, including a “surge” that will rapidly double the size of the U.S. Border Patrol to 40,000 agents, along with much more fencing and surveillance technology.

Those expensive “security enhancements” were included to satisfy or silence Republican complaints about the supposedly porous border, although that theme seemed to be more an excuse to oppose reform than a true issue. In fact, illegal border crossings have declined precipitously over the past few years while deportations have increased, and the number of arrests by the average Border Patrol agent has dropped from as many as 100 to only 19 annually.

So why do we need thousands of additional agents at the border? Evidently the manpower increase — along with the fencing and the high-tech surveillance gadgets that have never worked — is necessary so that legislators can proclaim their own toughness. But the consequences of swiftly bringing on such a huge influx of inexperienced personnel could prove deadly.

Over the past few years, Border Patrol agents have killed several innocent civilians in several incidents that suggest overzealousness and inadequate training. A federal grand jury is examining the terrible case of a Mexican man apparently murdered, as witnesses watched, by agents who beat him and shocked him repeatedly with Tasers while his hands were bound. The San Diego Coroners Office classified his death as a homicide. At least eight others, only one with any connection to criminality, were killed in cross-border shootings that have understandably outraged the government and people of Mexico.

Journalist and filmmaker John Carlos Frey first exposed these lethal incidents — and the troubling disorder in the Border Patrol — with a series of prize-winning broadcasts and articles over the past year. In one such case, which Frey examined in the May issue of *The Washington Monthly*, Border Patrol agents responded to rocks thrown across the border with a volley of gunfire into the streets of Nogales, Mexico. Jose Antonio Elena Rodriguez, an unarmed young man strolling through the neighborhood, was hit twice in the back of the head and six times in the back. He fell and died on the spot.

In another case, Border Patrol agents killed a father of four while he was collecting firewood along the banks of the Rio Grande River. They also shot a 36-year-old man while he held a picnic to celebrate his daughter's birthday, and a 15-year-old boy who was watching a Border Patrol agent apprehend a migrant.

These cross-border shootings and other instances of apparent brutality have failed to attract much international attention so far, according to Frey. But his own investigations have disclosed a portrait of “an agency operating with thousands of poorly trained rookies and failing to provide the kind of transparency, accountability and clear rules of engagement that Americans routinely expect of law enforcement agencies.”



Joe Conason

As Frey notes, the Border Patrol not so long ago enjoyed a far better record and reputation. The rise in unjustified police violence along the Mexican border has coincided with a sharp increase in the number of agents, stemming from the Bush administration's panicky reaction to a tide of illegal immigration between 2006 and 2009.

It is also true, he writes, that Border Patrol agents have a dangerous and difficult job. Since 2007, at least 20 agents have been killed in the line of duty, either accidentally or in violent encounters with smugglers. At least one was killed by friendly fire in a confrontation with suspected drug runners.

That is why Congress, the Department of Homeland Security and the president must ensure that every agent receives sufficient training to protect the border, themselves, and the innocent civilians of the United States and Mexico. There is no longer an immigration emergency, if there ever was one. So before rushing to bring on 20,000 more agents, U.S. authorities have to establish the rule of law, order, and justice within the Border Patrol itself. The alternative involves too much risk, at too much expense, for too little reason.

To find out more about Joe Conason, visit the *Creators Syndicate* website at www.creators.com.

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The Fed perturbs the markets

A more positive view of the economy equals a big negative for Wall Street

The end is in sight for QE3. On June 19, the Federal Reserve let investors know that “easing without end” will eventually end, perhaps as early as mid-2014. Wall Street had anticipated such a signal, but investors still reacted emotionally to the news, with the Dow Jones Industrial Average ceding all of its May and June gains in less than two market days (The index fell 206 points on June 19 and 354 points on June 20). Bears see the air quickly coming out of the rally; bulls think the rally will pause during the turbulence, then resume.

Good news implied bad news. In its June 19 policy statement, the Fed presented a brighter economic outlook. It saw unemployment lessening to 6.5-6.8 percent in 2014. It also envisioned growth of 3-3.5 percent for 2014 and possibly as much as 2.6 percent growth in 2013.

Then came the press conference after the release of that statement, at which Fed chairman Ben Bernanke stated that the central bank could scale back its bond buying in late 2013 and end its current stimulus altogether next year, provided the economy is healthy enough. While the Fed will keep purchasing \$85 billion in bonds per month in the short term and hold interest rates where they are until the jobless rate hits 6.5 percent, Wall Street saw a disquieting big picture: an end to the era of easy money.

The Fed's announcement hardly came out of left field, but Wall Street reacted as if it did. QE3 could not last forever; a central bank can only practice aggressive easing for so long before risking damage to an economy, and the timing of the news was pretty much in line with expectations. Still, the major U.S. and Asian benchmarks dropped around 2 percent on the first full market day after the news and the major

European markets were down more than 3 percent. Gold dropped more than 6 percent on June 20 to \$1,296 an ounce and the 10-year Treasury yield climbed to 2.42 percent, with the real yield of the 10-year TIPS up to 0.46 percent after rising 0.32 percent in two days.

When and how might the Fed taper? In a new *Bloomberg* survey, 24 of 54 economists, 44 percent, believe that the Fed will reduce QE3's scale to \$65 billion a month at its September policy meeting. Alternately, 28 percent of the economists feel tapering will start in December and 13 percent think we won't see it until 2014.

As to when QE3 will end, 44 percent of the respondents said June 2014. The Fed could end up winding down QE3 later than it anticipates. In fact, you could point to many statistics in this job market that don't support tapering.

Looking at job creation from December through May, payroll growth has averaged 194,000 jobs a month — not the 200,000-plus the federal government would like to see. The labor participation rate (the amount of people employed plus the amount of people looking for jobs) is scraping a 29-year low. Inflation is not only low, so are inflation expectations: the Cleveland Fed is forecasting average consumer inflation of 1.4 percent.

Who might get hurt the most when interest rates rise? Investment classes across the board took a hit in the wake of the Fed's announcement as emotion ruled the markets. Historically, fears of rising rates and actual rising rates have tended to affect certain sectors and classes of investments more than others.

The utilities and financials sectors have faced headwinds in such a climate in past decades, and it is well documented that REITs are highly sensitive to changes in the interest rate environment. The energy sector and foreign stocks have fared better when rates rise. Still, past performance is no barometer of future results and the markets hardly move on logic alone.

Will the bull market stumble? For some long-range perspective, we'll let Prudential Financial market strategist Quincy Krosby have the last word. As he told CNBC recently, “We haven't had a meaningful correction in the market and if this selloff continues...it doesn't mean the market is going to collapse. It is essentially recalibrating — the road to normal is going to be filled with detours.”

Mark Lund is an Independent Investment Advisor, Investor Coach and author of *The Effective Investor*. Mark has written articles for or been quoted in *The Wall Street Journal*, *The Salt Lake Tribune* and *The Enterprise*.



Mark K. Lund



Real Estate Section



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Northgate
BUSINESS PARK

COLDWELL BANKER COMMERCIAL

Legend Hills

1400 South Legend Hills Dr. - Clearfield/Layton, Utah

For Sale, Lease, or Build to Suit 



- Information:**
- Pad A: 30.78 acres
 - Pad B: 10 acres
 - For sale, lease or build to suit
 - Close to office park, national restaurants and Layton Hills Mall
 - Centered in the retail hub of Layton/Clearfield
 - Access from (2) freeway on/off ramps:
 - A. Antelope Dr
 - B. 700 South (Hwy 193)
 - Great I-15 visibility

Demographics:

Population	1 Mile	3 Mile	5 Mile
2012 Estimated	13,221	73,168	173,694
2017 Projected	14,376	79,057	188,970
Households			
2012 Estimated	5,052	23,120	52,941
2017 Projected	5,545	25,169	57,842
Income			
2012 Med HHI	\$40,118	\$51,125	\$58,174
2012 Ave HHI	\$50,056	\$60,189	\$70,160
2012 Per Capita	\$19,824	\$19,641	\$21,763
Employment			
Total Businesses	584	2,563	4,539
Total Employees	7,977	33,060	54,833

Nearby:

NORTH LAYTON JR. HIGH

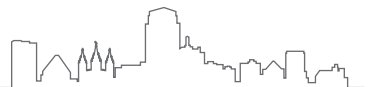
WEBER STATE UNIVERSITY University of Phoenix TEPANYAKI JAPANESE STEAKHOUSE Intermountain Healthcare

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Coldwell Banker Commercial NRT | 6550 South Millrock Drive, Suite 200 | Salt Lake City, Utah | 84121 801.947.8300 phone | 801.947.8301 fax | www.coldwellutah.com



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BUSINESS PARK

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James: 801-891-6932

\$165 and up



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- Conference Rooms
- 24 hour electronic key card access
- 8 blocks from city center
- 2 blocks from a main I-15 on/off ramp
- 24 hour camera security
- Thriving business community
- Public transportation in front of property



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UNION CENTER OFFICE/DENTAL COMPLEX 7001 S. 900 E. Salt Lake City

Beautiful building surrounded by residential/commercial subdivisions.
Excellent location within minutes of I-15 and I-215, close to restaurants, banks and shopping, CAT-5 wiring, UTOPIA ready.

OFFICE SUITES

Suite 230	1,157 RSF
Suite 250	2,102 RSF
Suite 410	1,610 RSF
Suite 400	4,740 RSF (semi furnished)

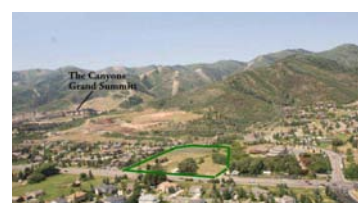
Lease Rate - very reasonable
Please call: 801-673-8894

Park City Development Opportunity



5.92 Acres Offered for immediate sale
\$4,600,000
Located near The Canyons ski resort
479 ft. of frontage along hwy 224
74,000 sq. ft. of building area on the land

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Rick Smith
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rick@internetproperties.com
www.parkcitydevelopment.com



PLEASANT GROVE BUSINESS PARK LAND FOR SALE

APPROXIMATELY 725 W SAM WHITE LANE PLEASANT GROVE



PROPERTY INFORMATION

ZONED BUSINESS PARK

CITY IS RECEPTIVE TO INDUSTRIAL ZONING

- 12.85 ACRES
- 528 LINEAR FT FRONTAGE
- EXCELLENT ACCESS TO I-15 VIA PLEASANT GROVE BLVD

PRICING:

\$2,405,000 (2 PARCELS)
\$4.30 SQ FT

Jon Anderson
(801) 472-1000

jon@andersoncrg.com

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5314 North River Run Dr Suite 110
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Words can't begin to describe...



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This information is subject to change without notice. Buyer is advised to pay particular attention to square footage and lot size. Buyer is responsible to verify the accuracy of all information to the buyers own satisfaction.

WHAT MONVISO CAN IN A SINGLE GLANCE

You are presented a once-in-a-lifetime opportunity to own an exquisite mountain estate along the Upper Bear River on the scenic Mirror Lake Highway in the High Uinta Mountain Range. Consisting of 2,010 acres and containing 1.5 miles of the trout-rich Bear River, Monviso offers 31 generous cabin sites ranging from 14 to 48 acres each with an array of breathtaking river and Uinta Mountain views. Featuring 1,600 acres of open space and boarding the 2.1 million acre Wasatch-Cache National Forest, Monviso is truly an opportunity of a lifetime.

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Let's turn the answers on.