

# THE Enterprise

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### THIS WEEK

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#### REAL ESTATE SECTION

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## Petzl to build new \$20 million HQ in West Valley City



Artist's rendering of the new building for Petzl America, which has been based in Clearfield for the past 14 years.

Petzl America, an international firm that designs and manufactures tools to help people operate safely in vertical or dark environments, plans to move its headquarters from Clearfield to West Valley City, where it will invest approximately \$20 million in a new 80,000 square foot facility expected to employ as many as 70 people.

Ground is expected to be broken in May for the new facility, which will consist of 24,000 square feet of office space, 40,000 square feet of warehouse and a 15,000 square foot training area containing a 60-foot indoor structure for product testing and

training climbers and rope-access professionals. Petzl plans to take occupancy in mid-February of 2014. Architect is AJC Architects. Contractor will be Sahara Construction. The address of the new facility will be 2929 Decker Lake Dr. in the Lake Pointe business area. The building will be LEED-certified.

"We're thrilled to be moving our North American headquarters to West Valley City, just 10 minutes from the airport and surrounded by hotels, restaurants and entertainment," said Nazz Kurth, president of Petzl America. "This move puts us close to excellent

see PETZL page 2

## New reports examine commercial real estate in Davis, Weber counties

Commercial real estate brokerage Commerce Real Estate Solutions last week released its 2012 reports on Davis and Weber counties, finding that Davis County is experiencing record requests for multifamily housing while Weber County's recovery is modest.

### Davis County

According to the report, there are currently hundreds of apartment units under construction in Centerville, Farmington and Layton, and the rush to build apartment complexes is bigger than ever, as people look for more affordable housing. Davis County is seeing a housing dynamic change as people choose to rent rather than own, which could result in an economic and population surge.

Davis County - Office Market

As expected, office vacancy rates are still on the rise, especially in northern Davis County, where the Falcon Hill development completed its first office building. The 151,000 square foot structure will be occupied by Northrup Grumman, whose move left behind a sizable chunk of vacant space. As a result, Class A vacancy rates have seen a significant increase. Class A vacancy rates have jumped from 14.2 to 24 percent between 2011 and 2012. A new 150,000 square foot office building is now under construction at the Station Park project in Farmington, but some of it has been pre-leased.

### Davis County - Industrial Market

This sector continues to enjoy see REPORTS page 2

## Speakers: most of Utah's economic figures back near pre-recession levels

By Brice Wallace

The Enterprise

Utah is "easing down" the fiscal cliff, with 2013 expected to bring continued economic good news, Juliette Tennert, chief economist in the Utah Governor's Office, told a crowd last week.

Speaking at the annual Utah Economic Review, Tennert said Utah had avoided the fiscal cliff, which would have had a \$3 billion direct impact on the state's economy in 2013, and the state continues to see its economic figures improve.

"I hope that you'll leave today with some cautious optimism," she said. "Even though there is so much uncertainty and risk associated over the next couple of months with the debt ceiling and sequestration, we're very, very well-positioned, and the data, they keep posting more positive news."

Lane Beattie, president and chief executive officer of the Salt Lake Chamber, quoted Charles Dickens in describing Utah's economy as being in "the best of

times" and "the worst of times." But Beattie said most of Utah's economic figures are reaching nearly pre-recession levels, with the state economy growing at twice the national rate.

Tennert, a member of the Utah Economic Council, noted that Utah's job growth is the second-fastest among states, trailing only energy boom state North Dakota, and growing at twice the national rate. The growth has been across many sectors. And Utah got through the recession by having a run-up in jobs before it hit. The state lost 90,000 jobs during the downturn but has regained about 88,000, she said.

Likewise, Utah's unemployment rate of 5.2 percent is down from the recession high of 8.2 percent and is eighth-lowest among states. Tennert believes it could average 5.4 percent this year as more "discouraged" unemployed people return to job searching. "Our unemployment rate might jump up a bit, but that's not bad news. It's actually good news,"

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## Idaho firm to redevelop 14-acre shopping center in Ogden

A retail property in Ogden will have new life breathed into it thanks to an Idaho real estate investment company, Ball Ventures LLC, which recently acquired the approximately 14 acres of shopping center property, formerly home to Fred Meyer, at 12th Street and Wall Avenue.

Ball Ventures expects to start redeveloping the property in the near future with a series of large anchor stores, shop space and restaurant uses.

The firm's current Utah holdings are in Tooele, Lehi, Salt Lake City and St. George.

"Ball Ventures is thrilled to have the opportunity to help rehabilitate this area of Ogden and bring exciting new shopping opportunities to the area. We look forward to working with the city of Ogden to bring the type of growth that will have the most positive impact on this area," said Ball



Ventures CEO and Utah native Cortney Liddiard.

"This is a great testament to the fact that retail is not dead in Ogden, but alive and well. Ogden is purposefully and successfully demonstrating itself as a valid and viable retail market apart from those that may exist nearby," said Ogden Mayor Mike Caldwell.

Ball Ventures recently purchased an approximately 33-acre parcel in Tooele that is planned for a mixed-use development. Ball Ventures will develop it in partnership Eagle Pointe Financial Group

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## REVIEW

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she said.

Gov. Gary Herbert said Utah had “weathered a significant storm” but has seen economic growth rebound to almost the historic norms. About 37,000 more Utahns are employed now than a year ago, personal income levels are rising and retail sales are growing.

“There are certain challenges out there in the marketplace,” Herbert said. “It’s not all blue sky, but there’s a lot of blue sky. It’s not always a smooth road [and it has] a few bumps. But I think we’re on the right road going in the right direction. So I think there’s a reason for us all to be optimistic and happy about the situation we find ourselves in here in Utah.”

Kelly Matthews, an economic council member and emeritus economist at Wells Fargo Bank, said it is “remarkable” that Utah emerged from the recession near the top among states economically. Prior to the recession, Utah was battling with Nevada and Arizona for the top spot, he said.

“Well, at the moment — at the moment — we survived that and are now back near on top, very close to being on top, and those other two states are way down the list at the moment, and so to think that we not only were sort of the best before but have continued and essentially remain near the very top is a remarkable situation,” Matthews said.

Most of the council said they

expect 2013 to be a similar to 2012, with slow economic growth continuing in Utah. But there were some influences that could derail that growth.

“I think that Utah’s future looks pretty good, but it’s hard to be an island of peace and prosperity in a stormy sea,” said Steve Kroes, president of the Utah Foundation. “I think the prospects for the national economy are in the middle. We’re living in an environment of greater risk than we’ve had before. We’ve got Europe and other major countries actually in recession or heading into recession or in a deep depression in southern Europe. We are a leader in America in the world economy, but we can’t always buck the tide. There’s a chance that the world economy could drag us down some.”

Natalie Gochnour, executive vice president of policy and communication and chief economist at the Salt Lake Chamber, said 2013 could be good “if we focus on the right thing.”

“Are we going to focus on gun legislation, or are we going to focus on air quality?” she asked. “Are we going to focus on fighting with the feds, or partnering with the feds? Are we going to hunker down to try and get through a tough fiscal situation, or are we going to lead and invest and be about the future? Are we going to run to the polarized extremes, or are we going to stay right in the center and get some problems solved? If we do that, it will be a year of opportunity in 2013, both locally and nationally.”

## REPORTS

from page 1

success, according to the report. Overall vacancy rates dropped from 5.7 to 4.6 percent year over year. The Freeport Center is now 100 percent occupied. During the past six months, 206,000 square feet of space has been leased to firms such as ATK, Kenco and Lifetime Products. Many other existing tenants have taken additional space. In early 2011 Freeport Center reported a vacancy rate of 30.9 percent; it has now dropped to 12.6 percent.

### Davis County - Retail Market

A modest recovery is seen here. Overall vacancy has dropped from 11.4 to 10.9 percent. Power centers in prime locations have little to no vacancy. Anchorless strip centers continue to take a beating. The brightest spot is Station Park in Farmington. When completed, it will consist of 1 million square feet of dining, shopping, entertainment, office and hotel space. The first year after Station Park opened, Farmington City enjoyed a whopping 22 percent increase in sales tax revenue.

### Weber County

Modest recovery was the catchphrase for all commercial sectors of this market in 2012, according to the report. There was a significant increase in activity in both the retail and office markets.

### Weber County - Office Market

The Weber County office market experienced strong absorption last year, mostly in Class A space, where vacancy rates have dropped from 21.9 to 14.7 percent. Class B and C spaces

continue to carry higher vacancy rates as tenants take advantage of concessions at better locations.

### Weber County - Industrial Market

This is the county’s strongest sector, according to the report. Buildings with less than 5,000 square feet appear to be in the highest demand, with a vacancy rate of just 4.8 percent. Business Depot Ogden added two new buildings to its roster last year — one 160,000 square feet, the other 120,000 — both are already 75 percent occupied.

### Weber County - Retail Market

This sector is starting to see some promising activity. Vacancy rates are down to 16.5 percent from 2011’s 18.4 percent. Most activity is occurring in community and regional centers. Lease rates are stable. In downtown Ogden, the 60-acre mixed-use Riverbend project has new retailers and a new 300,000 square foot regional shopping center is planned at the corner of 17th Street and Wall Avenue. Positive momentum is expected.

## OGDEN

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of South Jordan.

Ball Ventures owns and manages more than 85 properties, including over 2.5 million square feet of retail, six hotel properties, numerous office buildings and mixed-use and residential projects. Utah properties include the Center Pointe shopping center in Lehi, the planned Lehi Pointe retail center, the Dixie Commons professional office center in St. George and the Marriott Hotel at University Park in Salt Lake City.

## PETZL

from page 1

transportation options that will offer employees and guests easy access to downtown. This central location is especially important now that our new training facilities will be drawing a steady stream of visitors from all over North and South America.”

Petzl has maintained its North American headquarters in Clearfield for 14 years. Fifty people are employed there. All those jobs will be moved to West Valley City, and there is a chance that 20 more will be created.

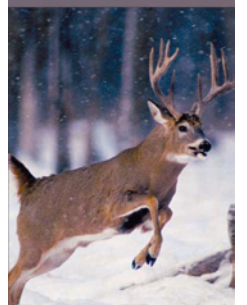
Founded more than 40 years ago in France, Petzl produces products that allow sports enthusiasts and professionals to access some of the world’s most challenging places. Products include headlamps, carabiners, helmets, ropes, harnesses and ice climbing equipment. Around the world, Petzl products are used by climbers, cavers and canyoneers as well as arborists, industrial rope-access professionals and public safety professionals. According to the firm’s website, 2010 sales totaled 90 million euro, and 80 percent of the company’s sales are outside France. Overall, the firm employs 450.

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## Canadian transmedia firms hope for stronger Utah ties

By Brice Wallace  
The Enterprise

Industry leaders involved in transmedia — a blending of film, videogame and mobile applications — gathered recently in Salt Lake City, and their hosts hope the get-together will lead to stronger bonds between companies in Utah and Canada.

The panel discussion and reception, an event tied to the Sundance Film Festival, focused on trends in the cross-pollination of film, games and mobile apps, but representatives of the Governor's Office of Economic Development (GOED) and the Consulate General of Canada spoke of cross-pollination of business activities between Utah and Canadian companies in the multimedia realm.

"We believe that both Canada and Utah have a lot to offer each other in all of these sectors," said Marcy Grossman, consul general of Canada in its Denver office. "If you can't beat 'em, join 'em. Together, we have the talent and resources that we are able to develop quality and cost-effective products that will compete on the world stage together."

Michael O'Malley, marketing director for GOED, said Utah has a "vibrant" information technology and software cluster, with 3,600 companies and a combined workforce of nearly 50,000. Its digital media subsector has 1,500 employees.

O'Malley emphasized that technology — specifically, cloud-based computing — enables distant professionals to work together in ways never before available.

"Our concentration per capita of multimedia artists and animators is third in the nation," he said, citing federal statistics. "We're a really concentrated cluster in national terms. And when you combine that with the fourth-fastest broadband infrastructure in the United States, we have the capability and the talent to play in

the cloud. ... Hollywood, in other words, is not a back lot anymore. It's in the cloud, and that's where Utah and Canada can collaborate."

Grossman said Canada has much to offer Utah companies, including "a very large and deep talent pool," a gaming cluster that trails only the U.S. and Japan, and one of the world's highest market penetrations of videogames.

"And we feel that Canada would be a great opportunity for a Utah-based company to launch products as a primary market before you want to go into other markets which are a bit more risky, like Europe and Asia," she said. "If you're a country the size of Canada or a state the size of Utah, you know you have to look beyond your borders to build your business."

The panel brought together representatives of two Utah-based companies and two Canadian companies. Representing Utah were Clark Stacey, chief executive officer of Smart Bomb Interactive, based in Salt Lake City, and Jeff Bunker, art director at Avalanche/Disney Interactive Studios in Salt Lake City. The group discussed several trends in the overlapping fields of digital multimedia, but among the connecting threads was the acknowledgement that technology is allowing new ways to develop products and distribute them to worldwide audiences.

"Our business is global and virtual," said Neishaw Ali, president and executive producer of effects company SPINVFX and president of the Computer Animation Studios of Ontario, an association promoting the Ontario animation and visual effects industry.

The panel discussion and reception were co-hosted by GOED, the Consulate General of Canada in Denver, The Leonardo and the Utah Science Technology and Research (USTAR) initiative.

## More than 100 acres in Eagle Mountain to be sold at bankruptcy auction

More than 100 acres of residential and commercial ground in Eagle Mountain will be sold by Erkelens & Olson Auctioneers, Salt Lake City, on Feb. 12.

Company president Rob Olson said the auction is being conducted on behalf of the Nevada bankruptcy court and involves properties formerly held by one owner.

One parcel consists of 40 acres that is part of a newly created Lower Hidden Valley Master Plan, with four acres of mixed-use residential, 24 acres of single family dwelling space, 7.4 acres of cluster homes and 2.1 acres of

park space.

A second parcel, dubbed "Joe's Dugout," consists of 36.5 acres with frontage on Pony Express Parkway. It has been rezoned to allow 21.7 acres of commercial development and 14.7 acres of open space that allows up to 190 residential units as conditional uses, plus retail sales and office space.

The auction will be held at 1 p.m. at Erkelens' place of business, 430 W. 300 N., Salt Lake City. More information can be found at [www.salesandauction.com](http://www.salesandauction.com).

## Tech incubator receives \$100,000 boost from state

A technology business incubator in Ogden is getting a \$100,000 boost from the state.

Startup Ogden was awarded an economic development opportunity grant from the Governor's Office of Economic Development board during the board's January meeting. Board member Jerry Oldroyd described Startup Ogden as a "hybrid bookstore, incubator and classroom" that could be instrumental to technology-based economic development in the area and serve as a model for other programs elsewhere in the state.

The funding will be used to complete Startup Ogden's three-story technology hub in downtown Ogden. The state grant will be added to more than \$2 million in funding provided by Weber State University, Ogden City and a federal Economic Development Administration grant.

Startup Ogden's association with Weber State University will help the organization bring more startup companies to Utah and will provide technology training opportunities for Utah residents. As part of Startup Ogden, residents will also have access to a WSU bookstore in the building's bottom floor, co-working space, mentorship and classrooms for training people who work in the technology sector.

Startup Ogden so far has focused on mobile application development. The city of Ogden was awarded a \$1 million grant, part of which will be used to fund mobile app startups each year in the building's mobile apps lab.

Startup Ogden predicts that

they will train more than 50 entrepreneurs per year through Weber State continuing education classes and industry-taught short courses on specific technologies. The training events are expected to create a more skilled workforce and will help entice companies to grow in Utah.

Along with training activities, Startup Ogden is offering 12-week startup programs designed to entice technology companies to

relocate to Ogden. The companies will each receive mentorship, professional services and up to \$50,000 in repayable grants.

Startup Ogden recently participated in a "Startup Weekend" that brought together 150 people and challenged them to produce a business plan, conduct initial customer validation and code mobile apps within a 48-hour window. Five companies had apps ready at the end of the weekend.



John Kunz, field operations manager for Salt Lake City-based KEPCO+, an architectural cladding systems firm, has been named Craftsman of the Year by the Marble Institute of America, the nation's largest stone association. Kunz's work can be found at the Utah State Capitol Dome, State Senate buildings, Matheson Courthouse, Grand America Hotel, Bennett Federal Building, Quest Building, Zions Bank Building, LDS Church History Library, O.C. Tanner Jewelry Store (whose stone steps are pictured) and stone waterfalls and fountains at the new City Creek Center. Kunz was also the foreman for the stone installation on such nationally recognized buildings as the hand-carved Nauvoo Temple in Illinois, the Sun Valley Music Pavilion in Idaho and the award-winning restoration of the 100-year-old 90 West Building in New York City that was significantly damaged in the 9/11 attack. Kunz will accept the award Jan. 30 in Las Vegas.



# Jan. 30 & 31

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## Energy, housing doing well in Utah, but possible obstacles remain for both

By Brice Wallace

The Enterprise

Energy and housing are two economic sectors doing well in Utah, but a few members of the Utah Economic Council warned of potential obstacles facing each industry.

Speaking at last week's Utah Economic Review, Steve Kroes, president of the Utah Foundation, and Juliette Tennert, chief economist in the Utah Governor's Office, said the housing sector's performance in 2012 was unexpectedly strong.

"I think there has been a lot

of good news in the past year, but the one thing that surprises me ... is that home prices have rebounded so quickly," Kroes said. "And looking at the latest report from the federal government on state-by-state local price appreciation, Utah is sixth-best in the country. Now, there are some reasons to wonder if that's going to continue this year, but that was a surprising rebound in the past year."

"We had much stronger than anticipated activity in the residential construction sector," Tennert said, noting that residential construction activity was up 20 percent and single-family construc-

tion rose 30 percent last year. "This is very encouraging. We knew that housing would be the last area to recover, and it really seems as though that recovery is under way."

Regarding energy, a Utah strength, Kroes warned the Utah must "not fall prey" to the boom-and-bust cycles typical of the sector. "Energy booms," he said, "can be fragile."

But Tennert said Utah has a more diverse economy than North Dakota, which makes the economy less susceptible to volatility.

"We're very well-positioned

in the state of Utah," she said. "We have a competitive advantage in both conventional and alternative energy resources. That advantage produces high-paying jobs and it keeps businesses in Utah competitive because of low prices."

Natalie Gochnour, executive vice president of policy and communication and chief economist at the Salt Lake Chamber, described Utah's energy sector as "fundamentally different" than it was five or 10 years ago. "It's certain to me that our tax base is based on an energy economy of the old variety rather than the new variety,

so we really need to think about modernizing the way we treat energy in this state," she said.

Gochnour also stressed that Salt Lake City needs to enhance its ties to the energy-rich Uintah Basin. "We need to make that something real, [to] take our capital city and Ground Zero for energy and make that connection," she said. "I was very disappointed to learn that Denver has a direct flight from Denver to Vernal and Salt Lake does not have a direct flight to Vernal. We need to make some better connections for commerce."

## Orem-based GroSocial sold to Arizona company

Orem-based GroSocial, a provider of Web-based software that allows businesses to build and track social media marketing campaigns, has been sold to Infusionsoft, a Chandler, Ariz.-based provider of sales and marketing software for small businesses.

Earlier this month, Infusionsoft announced \$54 million in growth capital financing led by Goldman Sachs. Infusionsoft acquired GroSocial to meet the growing customer and market demand for an effective, easy-to-use social media marketing soft-

ware tool that helps small businesses generate qualified leads.

Founded in 2010 by Zach Mangum, Kevin Kirkland and Chris Wright, GroSocial currently has more than 30,000 users. The 19-person GroSocial team will join Infusionsoft and push the company's total employee count to 370, but will continue to operate as a dedicated product team in Utah. Mangum will continue to lead the Utah operation and will oversee, with Kirkland, the social product strategy for GroSocial.

With the addition of GroSocial, Infusionsoft will pro-

vide small businesses the ability to easily convert the leads they generate through social platforms into customers, Infusionsoft said. GroSocial will be integrated with Infusionsoft's CRM, marketing automation and e-commerce tools so that small businesses can automatically move prospects through the entire customer lifecycle. Today, there is an Infusionsoft widget in the GroSocial app that allows users to capture leads and trigger automatic follow-up. Small businesses can also use GroSocial to create a professional social

media presence, schedule and post Tweets and updates, and to engage followers and fans through contests and promotions.

"As we considered an acquisition in the social media marketing space we were looking for three key factors," said Hal Halladay, Infusionsoft senior vice president of corporate development. "We wanted an affordable but powerful product that made social media lead generation simple for true small businesses and that could easily integrate with our software."

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## • Industry Briefs •

### ASSOCIATIONS

• **Julee Smith** was honored with the **2013 ATHENA Leadership Award** at the **Ogden Weber Chamber Women in Business Committee's** 25th annual ATHENA Leadership Award luncheon on Jan. 22. Smith serves as the executive director of Your Community Connection (YCC), which provides comprehensive services to victims of domestic violence and sexual assault and their children. YCC offers shelter as well as transitional housing to help women not only escape domestic violence and sexual assault, but also offers transitional housing and support classes so that they can become self-sufficient. YCC sheltered over 500 women and children in 2012.

### BANKING

• **U.S. Bank** is offering consumers who are hoping to save more money in 2013 a little extra motivation to follow through with their New Year's resolution this year. Through the bank's **S.T.A.R.T. program**, consumers can earn two \$50 U.S. Bank Rewards Visa cards by saving \$1,000 and keeping that money in their account for a full year. Since the program began in 2010, Salt Lake City customers enrolled in S.T.A.R.T. have saved more than \$15 million and earned more than \$200,000 in rewards.

• **Chad Curtis** has been named executive vice president and chief financial officer of **Mountain America Credit Union**, replacing long-time CFO David Kwant, who retired at the end of December after serving Mountain America for 24 years. Curtis was senior vice president of finance at Mountain America for nine years. He previously worked for Grant Thornton LLP, providing auditing services. Curtis received his master's degree in business administration and bachelor's in accounting from the University of Utah and is a Certified Public Accountant.

### COMPUTERS/ SOFTWARE

• Provo-based **InsideSales.com**, a provider of inside sales automation and analytics, has been issued **U.S. Patent No. 8,325,738**, protecting the ability to engage in any auxiliary function (call recording, conferencing a call, etc.) of a Web-based phone call after the call has been made. The patent, Apparatus System and Method for Web-based Phone Services, claims technology for administration of a Web-based call session and protects the use of any aux-

iliary function engaged during a call, including initiating a call recording, playing a pre-recorded voicemail, bridging a call, and creating a third-party conference call.

• South Jordan-based **Allegiance**, which helps companies translate customer insights into actionable business intelligence, has appointed **Dana Russell** CFO. Russell was formerly the senior vice president and chief financial officer at Novell, a global publicly traded software company. He helped lead the definitive merger agreement between Novell and Attachmate valued at \$2.2 billion and a business and patent cooperation agreement with Microsoft valued at over \$450 million.

### EDUCATION/TRAINING

• **Weber State University** has named **Stanley Fawcett** to the John B. Goddard endowed chair in global supply chain management. He is the first professor at WSU to hold the title of endowed chair. Supply chain management is a fairly new discipline that focuses on teaching companies how to maximize profits by improving relationships with consumers and suppliers. WSU has the only supply chain management program in Utah, boasting a 100 percent placement rate in degree and certificate programs with employers such as Hill Air Force Base, Ford, Boeing and General Electric. Fawcett joined WSU's faculty in August as a visiting professor. He is an active researcher who has published more than 100 papers in the areas of supply chain integration, global network design and manufacturing strategy.

### HOSPITALITY

• **Hyatt Escala Lodge**, Park City, has hired **Scott McGowan** as front office manager. Originally from Monterey, Calif., McGowan started his Hyatt career at the Andaz San Diego in 2010 as a valet attendant. In 2011, McGowan was transferred to Hyatt Regency Jersey City as a rooms corporate management trainee. There, McGowan served as both the assistant front office manager and acting guest services director. McGowan was responsible for managing social media, and the property was consistently ranked No. 1 overall on TripAdvisor among Jersey City hotels.

• **Hotel Monaco**, Salt Lake City, has promoted **Blake Sarlo** to the position of director of sales and marketing. He joined the Hotel Monaco Salt Lake City, one of Kimpton Hotels & Restaurants' more than 58 boutique hotels, as a sales manager in 2009. Since

then he has excelled at producing new sales, cultivating close community relations and welcoming a new client base. Blake was an early adopter of social media and now lends creative direction to the hotel's online initiatives. Guests will find Blake hosting the nightly managers' evening reception, which includes seated massages, mulled hot cider and competitive games on the Xbox in the newly redesigned living room-style lobby.

### HUMAN RESOURCES

• **Utah's nonfarm wage and salaried job count** for December 2012, as generated by the U.S. Bureau of Labor Statistics (BLS), expanded by 2.9 percent compared against the employment level for December 2011. This is a 12-month increase of 35,800 jobs and raises total wage and salary employment to 1,270,400. The seasonally-adjusted **unemployment rate** — generated by BLS — is Utah's other primary indicator of current labor market conditions and registers **5.2 percent**. Approximately 71,000 Utahns are considered to be actively unemployed. The current United States unemployment rate, as compared to last month, rose one-tenth of a percentage point to 7.8 percent.

### INTERNATIONAL

• **Utah companies exported \$1.82 billion in goods in November**, up from \$1.68 billion a year earlier, according to

statistics released by **World Trade Center Utah**. The top export industry was primary metals, which accounted for \$1.23 billion, or 67 percent of the total. Other top industries were computers and electronics, \$178 million; food and related products, \$72 million; transportation equipment, \$61.3 million; and chemicals, \$57.7 million. Top export destinations were Hong Kong, \$851 million; United Kingdom, \$215 million; India, \$141.6 million; Canada, \$135 million; and Japan, \$59 million. The \$1.82 billion figure made November the second-highest month to date in 2012. Only January's \$1.96 billion topped it. Only two months in 2011, September and October, had higher figures than the \$1.82 billion in November 2012. In 2012 through November, Utah exports totaled \$16.8 billion, with primary metals accounting for \$10.6 billion.

### LAW

• **Strong & Hanni** has named **Jeremy G. Knight** and **Sadé A. Turner** shareholders of the firm. Knight represents clients in general litigation, transportation, automobile, premises liability, construction and government liability cases. He earned his J.D. from the McGeorge School of Law in 2005. Turner represents clients in transportation, premises, construction, insurance defense and commercial litigation. She earned her J.D. from the University of Utah in

2006.

### MANUFACTURING

• In a settlement with the United States on behalf of the U.S. **Environmental Protection Agency**, automotive electronics manufacturer **Edge Products LLC**, Ogden, has agreed to pay a \$500,000 civil penalty for manufacturing and selling electronic devices that allowed owners of model year 2007 and later diesel pickup trucks to remove emission controls from their vehicles. Diesel trucks that are not equipped with emission controls known as "diesel particulate filters" emit excess particulate matter (PM). PM is associated with a number of health problems, including respiratory and cardiovascular disease, chronic bronchitis, decreased lung function and an increased risk of lung cancer. The company sold more than 9,000 of the electronic devices nationwide.

• **EcoScraps**, a Provo-based provider of organic, chemical- and manure-free lawn and garden products, has named **Ron Ross** CFO and COO, and **Amy Yoder**, the business unit head of Arysta LifeScience North America, to its board of directors. Ross, most recently vice president of finance and principal accounting officer at Skullcandy Inc., was a key player in the company's rise from a Utah-based startup to one of the world's leading headphone makers and helped oversee the compa-

*continued on page 11*

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## Words to live by for the next 12 months — what are yours?

I am sick of reading claims hyping me to “have my best year ever.” FYI: The trend of “best year ever” was originated more than a decade ago by the late, great Jim Rohn. His seminars were earth shattering and life changing — and it has inspired many, albeit lesser, duplicators.

Rohn’s seminars should have been titled: “Have your best LIFE ever.”

What about your needs and desires this year?

Let me ask you a few questions about where you’re intending and hoping to do:

- How are you expecting this year to be for you?
- What are your immediate (within 30 days) goals?
- What are your present hopes and dreams? (They have a way of changing over the years. Some dream of marriage, others dream of divorce.)
- What are your genuine intentions to make your goals, hopes and dreams a reality?
- What’s your game plan to ensure success?

Success concept: What three or four words, and associated actions, could you come up with as a guiding light to help you stay focused and on track to get you there? Not to have “your best year ever,” rather, have a great year. A fulfilling year. A profitable year. A healthy year. A happy year. A year of wander, wonder and fun.

Many people, like my almost sister-in-law and blogger extraordinaire, Ali Edwards ([www.aliedwards.com](http://www.aliedwards.com)), pick one word to focus on for the entire year. Her word this year is “open.” She focuses blog posts and actions around the word. The process works.

I believe that picking a few meaningful words that apply to your vision will help you take directed actions. Words you can post in plain sight that will keep you in the groove of daily achievement. Key words that you burn into your psyche so that your goals become your driving force. Not just words on a paper, rather beacons of understanding, determination and intentions. Ever-mindful, laser-focused, bright light.

Here are my four words for 2013 – I hope they inspire you to think about and select yours:

**1. Write.** Write every day. Tweet every day. Post every day. I have been writing almost every day for the past 21 years. Why should I let up now? This year I will publish at least two e-books and one major hardbound book (also available on kindle and iBook). I will write 52 new weekly columns and post a variety of new ideas and thoughts both in text and in video. I selected the word *write* for three basic reasons:

It has been and continues to be the core of my success. Every penny I have earned since March 23, 1992, (when my first column appeared in print), I can trace back to something I wrote. Writing has provided me with both purpose and process, both discipline and drive, both achievement and attraction, both success and fulfillment, and both lessons and legacy.

Writing is the one thing I have encouraged every reader and seminar attendee to do for the past decade. Writing will help establish you both in brand and in reputation.

One innovation helping me significantly is Dragon Dictate for Mac. I’m using it right now. It’s not just amazing; it’s also a miracle. I’m increasing my speed of writing productivity by more than 50 percent, while still maintaining perfect thought flow and expression. Note: The end of the keyboard is not upon us, but it is clearly within sight.

**2. Finish.** Finish what I start. I have more projects and opportunities than I can say grace over. I intend to see each one through to fruition (not just completion).



Jeffrey Gitomer

In my experience, there are very few things more frustrating than the mental nag of a project undone. I’m speaking for myself, and challenging myself, at the same time I’m speaking to you and challenging you.

Finish what you start. It sounds so simple, yet time seems to fly away during the course of a day, a week, a month or a year.

The process I try to employ is that of “time allocation.” Rather than manage my time (something I have always found both impossible and improbable), I will allocate 30-minute time segments to projects and tasks in order to ensure I have allotted time for completion.

**3. Shape.** This is by far my most difficult word. It has several connotations.

Get in *shape*: This year for sure (even though I said that least year, and the year before). There’s a fundamental link between physical well being and mental freedom to create. My intention this year is to put them in balance and harmony.

*Shape up*: There are several aspects of business and life that need shaping and re-shaping. They range from organization to money to personal skills to relationships to sales.

*Shape the future*. My age now demands I make plans that include me and exclude me. Succession is not just a word or a plan, it’s also a reality.

These are three huge elements in leadership, life and quality of living. I’m taking personal responsibility for both actions and outcomes.

**4. YES! YES!** is the ultimate attitude word, thought, reaction, response, expression of joy, expression of achievement and recovery. It’s dedication to positive thought, expression, transference of message and resilience. YES! must envelop all thoughts at all times in order to focus on the positive side of “what if ...”

NOTE: I have posted my words for the year on my bathroom mirror. This way I face them twice a day. Post yours.

Jeffrey Gitomer is the author of *The Sales Bible*, *Customer Satisfaction is Worthless*, *Customer Loyalty is Priceless*, *The Little Red Book of Selling*, *The Little Red Book of Sales Answers*, *The Little Black Book of Connections*, *The Little Gold Book of YES! Attitude*, *The Little Green Book of Getting Your Way*, *The Little Platinum Book of Cha-Ching*, *The Little Teal Book of Trust*, *The Little Book of Leadership*, and *Social BOOM!* His website, [www.gitomer.com](http://www.gitomer.com), will lead you to more information about training and seminars, or e-mail him personally at [salesman@gitomer.com](mailto:salesman@gitomer.com).

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## The dire predictions never came to pass

As we look back at 2012 and think about where to invest in 2013, it certainly begs the question: what predictions came true last year? And what are the calls today?

Given that the majority of expert projections on the markets for 2012 were negative, the markets should have gone that way, right? The fact of the matter is they did not; the S&P 500 posted a total return (including dividends) of over 16 percent in 2012 with European stocks up nearly 20 percent and emerging markets up 15 percent. Even many bond sectors, which historically perform opposite to stocks, performed well, with municipal bonds up 6 percent and corporate bonds up 11 percent for the year.

Every time you turn on the national news it seems that 90 percent of it is negative. Whether the topic is the economy, the markets, national weather or social trends, it usually ends with some sort of skewed tone toward the dreadful. With the markets, however, you would expect that experts such as hedge fund managers and chief equity strategists at top Wall Street firms would provide more of an objective view on where things are heading. Unfortunately, that is not always the case. Here are a few examples of some of those predictions last year:

- John Paulson is a renowned billionaire hedge fund manager who was credited with predicting the mortgage collapse in 2008 and now manages over \$19 billion. Last year he stated that the crisis in Europe would ultimately break up the European Union and drive investors out of European bonds in mass exodus. He told several major news agencies that he was positioning his funds to take advantage of this downfall by purchasing credit default swaps on those bonds.

Obviously, the European Union did not dissolve, and in fact has since moved toward more unification politically and monetarily. European bonds ended the year as one of the top performing sectors, posting a positive return of over 11 percent. Several of Paulson’s funds, whether directly or indirectly as a result, underperformed their benchmarks and were not even close to matching the broad market return of 16 percent on the S&P.

- Adam Parker is the chief equity strategist for Morgan Stanley in New York City. Early last year, he predicted that the S&P 500 index would post a decline of 7 percent for 2012, ending at a level of 1,167. His argument was that slower growth in China, the upcoming presidential election and Europe’s crisis would deter investors from buying equities.

Obviously the reality was much different, with the broad gains in the U.S. markets, a 23 percent gain for Chinese stocks and roughly 20 percent gain for European equities. Furthermore, the

S&P started the year at 1,257, hit a low point of 1,278 in the spring and ended the year at 1,426; obviously never even coming close to 1,167.

- Several experts also thought that volatility was going to increase dramatically in 2012, given the ongoing issues and broad uncertainty. That also proved not to be the case last year. The global equity index’s (MSCI All-Country) volatility level hit a six-year low on Dec. 28, 2012. The VIX (S&P 500 Volatility Index) went from 23.4 at the end of 2011 to 18.02 — its biggest annual drop since 2009.

As we head into 2013 and listen to the same news outlets, there are still just as many dire predictions now as there were at the beginning of last year: Congress won’t agree on the debt ceiling, Iran will cease all oil exports, Israel will be involved in an international war, companies will start cutting back on hiring, etc. Take your pick. Granted, one could argue that there are in fact issues holding back the economy and there are still a number of unknowns out there. But it certainly begs the question as to how realistic these negative outlooks are when the vast majority of them never came true last year.

Nonetheless, as we begin the New Year, investors are still holding primarily cash and low-yielding securities to a large degree. When investors are all placing their bets on one side of the market, then it is probably a good idea to at least consider the other play. Let’s take uncertainty, for example. Isn’t it somewhat of a good thing when it relates to the markets? Look at the values that it created at the end of 2011, the spring of 2012 and still today. Even though the markets were up well into the teens last year and up over 100 percent off their 2009 lows in some cases, there is still significant value, particularly in the equity markets.

Corporate earnings levels hit an all-time high in 2012, and the consensus expectation is for them to hit another high in 2013. We have also seen some positive indications, based on fundamental data, suggesting that the broader markets could hit new all-time high price levels in 2013, surpassing the levels set in 2007. Does this mean that it will absolutely come true? No, but that goes the same for the doomsday calls as well. If we end up somewhere in the middle (like last year) then we could see some very healthy returns for select equities and investment sectors. Investors can and do get greedy, excited, scared and nervous and make investment decisions based on those emotions. But in the longer-run, fundamentals are what drive the “smart money” and ultimately move the markets. On the positive side, these emotions can and have created a great deal of opportunity in the markets, both to increase prices on one side and

see PAPPAS next page



Matthew Pappas



# How to act like a salesperson

By John Graham

Selling is the world's most personal profession — but not in the way you might think. In fact, many salespeople are downright superstitious. For some, it's the way they shake hands, others are fanatical about punctuality, wearing certain jewelry or using a favorite pen.

The list is almost endless. It may be the only time of day to call for an appointment, interpreting a customer's body language or what to order when having lunch with a prospect. Success is all about following a salesperson's "personal rules." Break the rules and something goes wrong.

While all such "personal preferences" are interesting and sometimes even helpful, there are certain "actions" that may reap far more robust sales results. Here are eight to think about:

- **Every prospect isn't a potential customer.** Some may consider this a "negative thought" and want to be focused on the "positive." Always looking at the "bright side," however, can mean missing critical clues that are valuable in properly evaluating prospects.

"Reading" prospects correctly is essential to know how best to work with prospects, understand their needs and problems. The goal is not to "sell" the prospect, but to decide if, at some point, the prospect can or should become a customer. If the answer is no, then it's time to move on.

A salesperson's success depends on getting prospects right.

- **Invest in prospects.** While salespeople talk about "building relationships," their performance can tell quite a different story. Cultivating prospects isn't limited to spending time with them or even learning more about their goals and problems, both of which are necessary.

## PAPPAS

from previous page

decrease them on the other. So if you have a longer time frame than, say, the next few months for your investments, then consider the opportunity in the market. Now is the time to make sure that your portfolio is positioned to take advantage of the recent shifts in the markets. In my view, once the certainty is regained, the values will not be there for long.

Matthew D. Pappas is a financial advisor with the Cottonwood Group of Wells Fargo Advisors LLC, a wealth management team based in Salt Lake City. With over 75 years combined experience, they provide professional investment management ser-

vice for individuals, businesses and non-profit organizations. The Cottonwood Group's core focus is developing and implementing tactical strategies, to position their clients' assets to shift and adapt with the changes in the markets and the economy.

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Investing in fixed income securities involves certain risks such as market risk if sold prior to maturity and credit risk especially if investing in high yield bonds, which have lower ratings and are subject to greater volatility. All fixed income investments may be worth less than original cost upon redemption or maturity.

Yet, there are indications that point in a different direction, namely, that *customers want to be treated like customers*. Whether it's Apple, FedEx, Staples, Amazon or Southwest Airlines, it's the combination of competence and performance that creates enduring customer relationships.

It's the same for salespeople. Salespeople seem to find it quite easy to make promises to customers and prospects, but their performance is something less than 100 percent.

"Not to worry, it will be here in a day or two," the salesperson assured the customer. That was Monday and there was no word by Friday. The customer placed a call. "Oh, yes. It should have been here ... I'll check and call you back." A week later, she had not called. "She's out today. Let me see what I can find out."

Poor follow up is near the top of everyone's list of mistakes salespeople make. It may do more

damage than just about anything else. Why? Because *customers never forget*. "Yes, Don is a great guy, but his follow through leaves much to be desired. Just be prepared to remind him what he said he would do."

Success eludes salespeople who are follow up failures.

- **Avoid the "hot potato" syndrome.** If there's a close second to not keeping promises, it's gone missing after getting the order. Whether they're conscious of it or not, customers are particularly sensitive to even infinitesimal changes in a salesperson's behavior once the sale is made: "Will she be as attentive and responsive now that we've signed the contract?" or "Will he drop me like a hot potato now that I'm a customer?"

This is about just one thing: *commitment*. By making a purchase (the amount doesn't really matter), customers make a concrete commitment, and they expect the salesperson to be equally committed. They're on the lookout for "moving on" indications, which translate into a feeling of being "dropped."

When this occurs, customers begin to doubt a salesperson's integrity by finding other ways to justify their belief that the person was only interested in getting the order.

- **Shape the way you're perceived.** This has nothing to do with a salesperson's wardrobe, car or favorite restaurant. But it has everything to do with the way an individual thinks, particularly a person's knowledge and ability to identify and solve problems. In other words, it has everything to do with being *authentic*.

The objective is to avoid sending a prospect or customer mixed or misleading messages about you. Such confusion eventually leads to doubt.

First impressions are permanent impressions, which is why,

at a first meeting, it's important to clearly formulate the impression you want the customer to have by the time the meeting ends.

- **Always make it right.** Granted, there are some customers who deliberately make it their mission to take advantage of salespeople. Yet, adept salespersons can help avoid allowing such situations to become disasters by putting themselves in the customer's situation.

For example, we all see what we want to see, which can be quite different from what was actually intended. Particularly when terms, descriptions, dates and costs are involved. Written communications, including emails, are often so confusing that they open the door wide to misinterpretation. Voicemails are no exceptions, either. These can be huge problems.

To say that "issues" can arise is an understatement, so be prepared to make it right. The consultant sent an invoice to a new client, who called and said, "I thought it was going to be half of that." A day later, the consultant responded, "I may not have made the price clear enough. What if we split the difference?"

Making it right is always a gain.

- **Never get comfortable.** A pervasive myth that circulates among salespeople (and others) suggests a time comes when we've "paid our dues" and we have a right to such rewards as more pay with less work, access to prestigious accounts, little or no prospecting and, of course, "special treatment," whatever that means.

Translated, this comes down to "the right to be comfortable." Nothing is in writing and no one talks about it, officially. Even so, it's what we expect, with each of us setting the timetable for when it should kick in.

It's a career killer because, inevitably, we begin to act as if the time has come to be comfortable.

In spite of what we may say or think, actions determine the salesperson's destiny.

John R. Graham of GrahamComm is a marketing and sales consultant and business writer. He publishes a free monthly e-newsletter, "No Nonsense Marketing & Sales." Contact him at johnrg31@me.com, (617) 774-9759 or johnrgraham.com.

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## Three key parts to strategic planning

Each year begins with endless resolutions: we promise ourselves that we will do better, we'll work harder and our businesses will be more successful. Then five minutes later we are bored or hopeless and drop all hopes for improvement. It does not have to be that way. This year could be all the difference with some good strategic planning.

You might be groaning at the thought of taking time to write out a plan, but having your career goals and ideas listed out in a clear manner keeps you focused. Whether you are a company executive wanting your business to grow or an entry-level professional anxious to make his mark, you can achieve every single one of your goals and desires by remembering these three points.

### 1. Primary research pays

Companies hardly take the time to do their own research. Sure, secondary research from other organizations can help, but every company has its own unique traits that make applying second-hand research difficult.

Primary research doesn't need to be expensive; you can do polls, surveys and focus groups for very little money. Knowing your company's unique problem is essential for having any successful goals made to fix it.

**2. Come up with a "big idea."** If you look at great advertising campaigns, they are always centered around a "big idea." Great public relations campaigns also need a big idea. Take a moment to brainstorm with co-workers or even a family member to think about what you want people to take away from the project.

Once you come up with your

big idea, hold onto it. Tie all of your goals, objectives, public messages and strategies into it. The key part is sticking with the big idea; this gives your plan that x-factor that can make all the difference in a great or gruesome plan.

**3. Make goals that are specific, measurable, time-bound and achievable.** You should always be making new goals for yourself and your company. But take the extra step and make your goals worth keeping in mind. Your goals should be specific, not some vague, "get more awareness" type goal. Make them measurable, time-bound and realistic! Don't let the fear of hard work stop you from making milestones, but only set goals that are achievable.

Aim for more than just awareness or hype. It's not measurable, and there's really no substance involved. Make goals that result in action — e.g., increase Facebook

followers to 1,000 by September 2013, create and execute three public events a year, etc.

While forming these goals, ask yourself questions such as, how much time will this take me? Can I do this myself, or do I need help? What is the minimum/maximum I think I will get from my efforts?

By keeping these three points in mind when creating a strategic plan, you ensure that your time is well spent. For the first time in a while, you will actually have the power and planning necessary to meet and exceed even the most long-shot of goals.

Linda P. Walton is the president and CEO of the public relations and advertising firm The Walton Group Inc. She has over 25 years of PR experience in Utah and has taught public relations at BYU and UVU. For more information, visit [www.thewaltongroupinc.com](http://www.thewaltongroupinc.com).



Linda Walton

## Goal Zero receives \$7 million from SLC company

Goal Zero, a manufacturer of portable solar power systems, has received a \$7 million investment from Mercato Partners in order to accelerate retail, online and international sales.

Mercato Partners, Salt Lake City, is an active growth investor in technology, branded consumer and digital media companies.

Goal Zero powers devices in a variety of situations, including charging gear on a camping trip, running essential devices in a natural disaster and keeping devices charged when plugging into the grid is not an option. The company's products are sold through Amazon.com, Best Buy, Costco, Cabela's, Lowe's, REI and other retailers nationwide. The firm was recently honored with an Innovation Award at the 2013 Consumer Electronics Show.

"There is something special about providing people with portable, renewable power that makes the use of mobile phones, GPS, laptops and even refrigerators possible when power would otherwise be unavailable, unreliable or too expensive," said Goal Zero CEO Joe Atkin.

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# BUSINESS SPOTLIGHT

## Keeping it fresh: how Solitude grooms locally-owned success year after year

Solitude Mountain Resort may be a serene escape for skiers, but its owners don't spend much time getting cozy. It takes a lot to keep a resort bustling through all four seasons, especially if you're a local operation.

"Very few resorts are family-owned," says Dave DeSeelhorst, who helps run Solitude, in Big Cottonwood Canyon, with his father, mother and brother. "That's a big deal in our world. We are actually here and run the resort on a day to day basis."

Solitude is a 1,200-acre snow refuge for locals and tourists alike. As one of Utah's smaller resorts, lift lines tend to be short and there are slopes for all ability levels. The variety of beginning and intermediate runs make it a family-friendly mountain, and advanced runs

— like the 3.5-mile Honeycomb Trail, Solitude's longest — are pristine for more adventurous skiers and snowboarders.

The DeSeelhorsts acquired Solitude in the mid-1970s and own most of the current development. To compete with corporate-run resorts, they've cultivated a unique experience for their guests, and there is something for everybody. The Solitude Nordic Center has trails for classic and skating styles of Nordic skiing, as well as snowshoeing. Lodging, dining and spa services are clustered in a Swiss-style village carefully planned by the DeSeelhorsts and developed over several years. Adventurers can even trek by ski or snowshoe to a Mongolian yurt-styled restaurant, where they enjoy an intimate, lantern-lit feast. There's also an ice skating rink in the center of the village.

Together, the DeSeelhorsts handle it all: lodging, food and beverage, ski operations, accounting and marketing. Dave DeSeelhorst spent five years in the U.S. Army,



Dave DeSeelhorst (left) with his father, Gary, founder of Solitude.

earning the rank of captain, before starting in the family business 23 years ago. He explains: "We split up responsibility so we can provide control. It is a pleasure to work with your family and somehow we make it work."

Snow cannons ablaze in November, Solitude is usually one of the first Salt Lake ski resorts to open. In 2011, Solitude invested \$100,000 in a new snowmaking pipe and equipment to supple-

ment its existing system. "Even though we have one of the highest snowfalls — the average is 550 inches a year, which is more than Colorado resorts — we do make snow," DeSeelhorst says. "It allows us to open up early and provide groomed ski runs."

The Solitude ski season runs from mid-November to mid-April, with business peaking at Christmastime. Come December, the holiday rush is so big "it's

almost like opening a new business every single year," DeSeelhorst says.

What's happening on the mountain the other 200 days of the year? With 60 year-round employees, Solitude stays busy with general resort maintenance, but also hosts summer activities, group functions, weddings and events. It has lift-served mountain biking trails as well as plenty of trails for hiking among wildflowers. There is also a disc golf course on the mountain.

In 2010, Solitude launched its Apex Express Lift, a \$4 million project financed by Bank of Utah. "We've been banking with Bank of Utah for more than nine years," DeSeelhorst says. "We left a 'big box' bank and were looking for a community bank that would understand our business needs." Solitude has plans to do additional chair lift improvements in the near future.

It can't be easy to manage a mountain, but the DeSeelhorsts

*see SOLITUDE next page*

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## • Calendar •

• Jan. 30, 6 p.m.: **South Jordan Chamber of Commerce Vision Dinner.** South Jordan Mayor Scott L. Osborne will deliver the State of the City and the guest speaker will be Amy Rees Anderson, founder and managing partner of REES Capital, a mentoring and angel investing firm. Location is Megaplex at the District in South Jordan. Cost is \$60. For more information contact Shelley Potts at (801) 253-5200.

• Jan. 30, 11 a.m.-2 p.m.: **“Common BI (Business Intelligence)/Big Data Challenges and Solutions,”** a workshop sponsored by software development, testing and technology consulting company SoftServe. Presenters Andriy Zabavskyy, BI architect; Serhiy Haziyeiev, director of software architecture; and Russell Hertzberg, vice president of solutions, will discuss BI/big data challenges facing organizations, industry best practices and case studies. Location is Thanksgiving Point’s Rose Room, 3003 N. Thanksgiving Way, Lehi. Details are at [www.softserveinc.com/news/bi-big-data-workshop-utah](http://www.softserveinc.com/news/bi-big-data-workshop-utah) or (866) 687-3588 Ext. 3971.

• Jan. 31, 7 a.m.-noon: **2013 NAIOP/CCIM Utah Commercial Real Estate Symposium,** presented by the Utah chapters of NAIOP

and CCIM. Keynote speaker will be Dr. Mark Dotzour, chief economist and director of research for the Real Estate Center at Texas A&M University. This year’s focus, “Utah, Built for Success,” will include reviews and forecasts for capital markets and the industrial, investment, office, retail and multi-family market sectors. Location is the Hilton Salt Lake City Center, 255 S. West Temple. Cost is \$125; a NAIOP or CCIM registration discount is available. Register at <http://bit.ly/2013UTsymposium>.

• Jan. 31, 11:30 a.m.-1:30 p.m.: **“Employment Law Update,”** a Utah Technology Council HR Exec P2P Forum. Mike O’Brien of Jones Waldo Holbrook & McDonough will discuss 2013 changes. Location is Jones Waldo Holbrook & McDonough, 170 S. Main St., Suite 1500, Salt Lake City. Details are at (801) 568-3500 or [www.utahtech.org/events](http://www.utahtech.org/events).

• Feb. 1, 7:45 a.m.-1:30 p.m.: **Fourth annual Enterprise Risk Management Symposium,** presented by KPMG, Marsh and Stoel Rives LLP. Event is titled “Expecting the Unexpected” and will feature breakfast keynote speaker Dwight Kartchner, response consultant at Control Risks, and lunch keynote speaker Greg Miller, chief executive offi-

cer of the Larry H. Miller Group of Companies. Other speakers will address issues affecting enterprise risk management programs. Location is Salt Lake City Marriott City Center, 200 S. State St., Salt Lake City. Cost is \$99, which includes breakfast, lunch, symposium and parking. Details are available by contacting Melanie Williamson, program coordinator, at (801) 715-6662 or [mwilliamson@stoel.com](mailto:mwilliamson@stoel.com).

• Feb. 1, 7:30-9:30 a.m.: **“Big Data Journey,”** a Utah Technology Council CTO P2P forum. For chief technology officers at council member companies. Deal Daly, senior director of web operations at Ancestry.com, will lead a discussion about big data trends, best practices, and successes and failures. Location to be determined. Details are at (801) 568-3500 or [www.utahtech.org/events](http://www.utahtech.org/events).

• Feb. 6, 7:30 a.m.-4:30 p.m.: **29th annual Information Technology Conference,** part of Utah State University’s “Partners in Business” program. Keynote speakers include Steven John, strategic information officer for Workday; Narayan Desai, principal experimental systems engineer in mathematics and computer science at Argonne National Laboratory; Rick Velasquez, core services application manager for the Church of Jesus Christ of Latter-day Saints; Nicole Forsgren Velasquez, assistant professor in the Jon M. Huntsman School of Business at USU; and Alan Hall, founder and chief executive officer of MarketStar Corp. Location is the Eccles Conference Center at USU. Cost is \$325. Details are at [partners.usu.edu](http://partners.usu.edu).

• Feb. 6-8: **29th annual Investors Choice Venture Capital Conference,** hosted by the Wayne Brown Institute. Activities include an evening reception Feb. 6, all-day conference Feb. 7 and a ski day Feb. 8. Participating companies will be seeking angel, A or B round financing. Location is the Zermatt Resort & Spa, 784 W. Resort Drive, Midway. Attendance

fees vary. Details are at [www.venturecapital.org/vc-events-investors-choice](http://www.venturecapital.org/vc-events-investors-choice).

• Feb. 6, noon-1:30 p.m.: **“Creating Your Perfect Pitch,”** hosted by the Women Tech Council (WTC) and Entrepreneurs Circle. Candace Klein, founder and chief executive officer of Bad Girl Ventures and SoMoLend, will discuss pitching ideas to teams, pitching yourself at job interviews, working on a startup and raising capital. Location is The Leonardo, 209 E. 500 S., Salt Lake City. Cost is \$25 for WTC members, \$25 for nonmembers and \$15 for students. Details are available by calling Kristin Wright at (801) 960-2007 or emailing her at [kristin@womentechcouncil.com](mailto:kristin@womentechcouncil.com).

• Feb. 7, 8:30-10 a.m.: **“Affordable Care Act Update”** seminar presented by insurance and employee benefits brokerage firm Moreton & Co. Seminar will address recent guidance, particularly on the “pay or play” penalty and the steps employers must take to comply. Main speaker will be Carolyn Cox, Moreton & Co. in-house compliance counsel. Part of the Moreton & Co. Seminar Series, which will focus on topics in insurance, employee benefits and risk management. Location is the Mountain America Credit Union Tanner Building Auditorium in West Jordan. Registration may be completed at [reservations@moreton.com](mailto:reservations@moreton.com).

• Feb. 14, 11:30 a.m.: **Building Owners and Managers Association (BOMA Utah) monthly luncheon.** Guest speaker will be Michael Nascimento. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Free for BOMA members, nonmembers pay \$45. Register at [www.BOMAUtah.org](http://www.BOMAUtah.org).

• Feb. 28, 3-5 p.m.: **Utah Technology Council Emerging Exec P2P Forum Series.** Nathan Furr, professor of entrepreneurship at Brigham Young University, will discuss validation of business models, pricing, revenue streams, market channels and go-to-market strategies. Location is REES

Capital, 651 W. South Jordan Parkway, South Jordan. Details are at (801) 568-3500 or [www.utahtech.org/events](http://www.utahtech.org/events).

• March 4, 11 a.m.: **Intermountain Association for Corporate Growth Capital Connection and Deal Source.** The conference connects private equity groups with middle market businesses and the intermediaries who work with them across the Intermountain West. Luncheon keynote speaker will be Michael O. Leavitt, formerly governor of Utah and secretary of Health and Human Services. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Register at <http://www.acg.org/utah/2013acgutahintermountainconferenceandaccgcapitalconnection.aspx>.

• March 7, 8 a.m.-1 p.m.: **Siemens Energy Days,** with company highlighting solutions for energy efficiency in facilities, including smart building concepts, system recommissioning, and utility management and monitoring. Siemens will provide a breakfast and lunch and a keynote speaker, and vendor booths will highlight the latest technologies in energy products. Location is Salt Lake City Downtown Hilton, 255 S. West Temple, Salt Lake City. Details are available by calling (801) 230-4895.

• March 19, 7-9 p.m.: **“Power, Persuasion & Purpose: Preparing & Arming the Next Generation to Compete and Succeed Globally.”** Cari E. Guittard, founding principal at Global Engagement Partners, will discuss the weapons of global influence and global mindsets. Guittard teaches graduate courses in corporate diplomacy and geopolitics for the University of Southern California Annenberg School and courses in international negotiations and women’s leadership for the Hult MBA School in Dubai. Location is the Bill and Vieve Gore Concert Hall at Westminster College, 1840 S. 1300 E., Salt Lake City. Event is free and open to the public. Details are at [utahdiplomacy.org/events](http://utahdiplomacy.org/events).

## SOLITUDE

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have more than managed, even during the economic downturn. “I think we’ve found the ski business to be fairly resilient over the recession,” DeSeelhorst says. “Not our best years, but they’ve still been profitable. I find that encouraging.” With low snowfall last year, in the fourth year of the recession, Solitude was still able to have a profitable year.

Dave DeSeelhorst believes the key to success in their business — and competing with bigger and corporate-run resorts — is passion. To him, that seems to mean having an entrepreneurial spirit no matter how many generations into the family business you are.



“You constantly engage yourself on a daily basis in the business,” DeSeelhorst explains. “You also continue to move forward, to provide your employees incentive to be creative and to continue to make improvements for the customers. Without the passion, most of the other leadership qualities become ineffective.”

The DeSeelhorsts’ passion for Utah’s ski industry drives them to focus on keeping things fresh, whether it’s supplementing the powder on the mountain to open early, or joining in the state’s efforts to draw tourists to the “greatest snow on earth.” “We are involved in promoting tourism at state and local levels, which is extremely exciting,” DeSeelhorst says. “We also make ski improvements as new technology becomes available. And we have tremendous industry partners.”

The Solitude team is out to test some of those partnerships in the future: their latest project is a vision to open up ski terrain among resorts. “We have started developing this 10-year master plan to expand skiers’ options,” DeSeelhorst says. “We hope to be able to construct interconnecting lifts between different resorts, which would allow our customers, and the customers of other resorts, to ski different resorts’ terrain on a single day.”



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ny's initial public stock offering in 2011. In Yoder's current position, she is responsible for the company's crop protection businesses in the United States, Canada and Australasia. Before joining Arysta LifeScience in 2010, she held a number of positions in the agricultural industry.

- **Packsize International**, a Salt Lake City-based provider of packaging, said its **iQ FUSION** won the first-ever **ProMat Innovation Award** in the Best New Innovation category. Packsize received the award at the material handling, logistics and supply chain event last week in Chicago. The iQ FUSION corrugated converting machine has a compact and intelligent design, giving Packsize the ability to reach a broader set of customers that want to reduce the time and cost of their packaging operations. With a working footprint of only 48 square feet and few management requirements, the iQ FUSION can be placed in just about any pack line, requires no capital investment and uses corrugated z-Fold for the box-making process.

**MEDIA/MARKETING**

- **Vérité**, a Sandy-based digital communications agency, and **The Road Home**, the largest homeless shelter in Utah, announced the Holiday Radio-a-Thon a huge success with unprecedented donations. The final donation amount reported by the Road Home was \$1.4 million. This year the key communications strategy for the Holiday Radio-a-Thon involved an integrated campaign supported on the Web, social and mobile platforms. Working with Vérité, The Road Home content was able to launch two weeks earlier than in past years, resulting in increased exposure of the fund-raiser.

**REAL ESTATE**

- **Coldwell Banker Residential Brokerage** is expanding and enhancing its **Previews International** luxury home marketing program. The

changes will build upon the program's national exposure and increase consumer awareness among affluent buyers and sellers of Previews International and its marketing capabilities. One of the most important elements of the expanded program is an increased emphasis on marketing properties in Utah to the growing number of out-of-market potential buyers, both in the U.S. and in other markets. Agents will also have the opportunity to work with several key websites that syndicate their listings to a global network of the leading property portals in key U.S. and international markets.

- **ARA-Utah**, Salt Lake City, is now **EquiMark Properties**. EquiMark was originally established in 1982 and enjoyed success for 25 years as a leading Utah multi-family brokerage and research firm. In 2007 EquiMark joined ARA. After six years with ARA, EquiMark owners have decided to re-emerge under their original platform of EquiMark Properties. The EquiMark team is led by Jed B. Millburn, and Craig P. Burton, the top multi-family brokers in Utah. Over the past 30 years, the EquiMark team has sold over 40,000 units totaling more than \$3 billion.

**SERVICES**

- West Valley City-based event design firm **In The Event** has been awarded a two-year contract with **Salt Lake City Corp.** to provide special event items and event rentals. In The Event will be assisting the city's various departments whenever they have a need for event equipment or support, including delivery, setup and take-down. Having recently celebrated its five-year anniversary, In The Event has amassed a warehouse of rental items such as wireless LED furniture, in addition to basics such as leather furniture, tables, chairs, linens and easels.

- **PODS of Salt Lake City**, a local franchisee of Storage Mobility Inc., earned the **Storage Center of the Mountain Region** honors for 2012 from the parent company. The award was appointed to the franchise that received the highest marks in overall customer service, safety, smooth operations and financial performance. PODS of Salt Lake City beat out five other mountain region franchise locations for the honor.

**SPORTS/RECREATION**

- **Snowbird Ski and Summer Resort** is offering a **\$20 discount on lift tickets** on days it deems the inversion in the Salt Lake Valley is most intense. Snowbird will announce the Blue Bird

discount days on its Facebook and Twitter pages, [www.Facebook.com/SnowbirdUT](http://www.Facebook.com/SnowbirdUT) and [www.Twitter.com/Snowbird](http://www.Twitter.com/Snowbird), by 5 p.m. the day before the discount will be offered. Guests may then ask for the Blue Bird discount at any Snowbird ticket window to receive \$20 off a full-price all-day adult lift ticket, and \$10 off a full-price all-day child (age 7-12) lift ticket. The resort is also offering a \$10 discount on ski and snowboard rentals at Creekside Sports on designated Blue Bird days. To receive the discount on rentals, print the coupon at <http://www.snowbird.com/winter/rentals/creekside/>. The first Blue Bird day was Jan. 18.

**TRANSPORTATION**

- **C.R. England**, a Salt Lake City-based global transportation provider, has named **Josh England** as the company's new chief financial officer. The announcement comes upon the retirement of CFO Keith Wallace, effective Jan. 18. Since 2009, England has served as the president of England Logistics. Under his direction, England Logistics grew to become the nation's 10th largest freight brokerage and he guided the company to above-market growth rates and returns. In his role as CFO, England's primary responsibilities will include financial management and oversight of the England companies and related enterprises, including financial reporting, equipment financing, budgeting, billing and collections and weekly payroll for several thousand employees and drivers.

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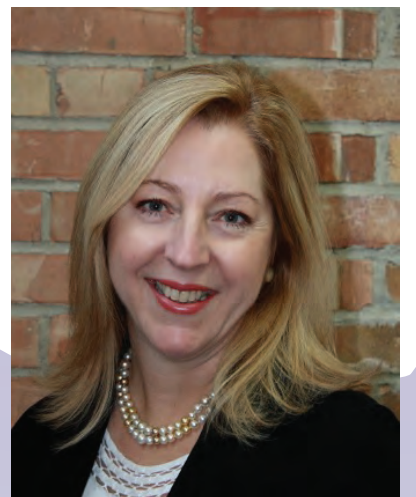




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Ronda Landa established ICON Design Inc. to bring her unique vision, collaborative technique, and experience to fruition. ICON Design provides interior design services and overall management for tenant improvement projects for mid to large professional service firms. For over twenty years, Ronda Landa has been known for her association with leading design firms and for her leadership roles in many notable commercial interior design projects and renovations. Services include programming, space planning, interior design and layout, furniture analysis and bidding package, interior corporate branding, construction review and management and accessorizing. She attended the Fashion Institute of Design and Merchandising (FIDM) and University of Southern California (USC). As a member of CREW, Ronda serves on the Special Events committee and is committed to making each month a Special Event, just as she is committed to making the experience of each design project a Special Event !



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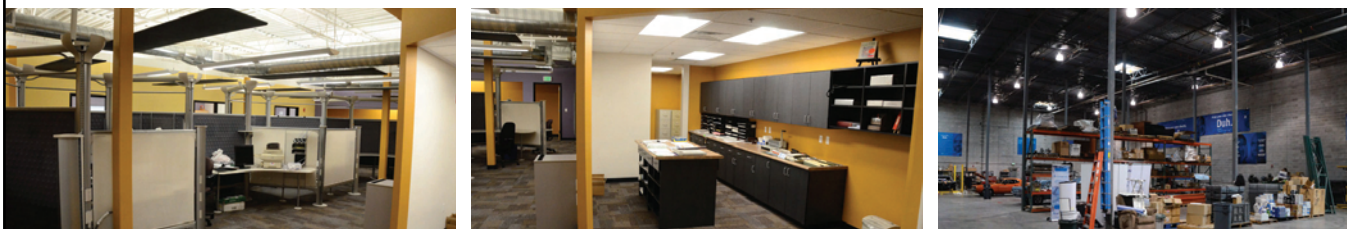
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PEOPLE'S COURT

## Before default, let the GOP bump up hard against the debt ceiling

A prolonged confrontation over the nation's debt ceiling — unlike the “fiscal cliff,” which provoked many scary headlines — could truly be grave for both America and the world. While press coverage often mentions the possibility of lowered credit ratings for the U.S. Treasury (again), that might only be the mildest consequence if Republicans in Congress actually refuse to authorize borrowing and avoid default.

Last time the nation prepared to face such an impasse, during the spring and summer of 2011, the chairman of the Treasury Borrowing Advisory Committee — a JPMorgan Chase official named Matthew Zames — laid out a disturbing scenario in a letter to Treasury Secretary Tim Geithner, in which he foresaw a rolling catastrophe that could inflict hundreds

of billions in additional borrowing costs; spark a run on money funds, leading to a renewed financial crisis; severely disrupt financial markets and borrowing, killing fragile economic growth; and push the economy back into recession due to higher interest rates and tightened credit.

In short, the economy would contract sharply and the U.S. — along with the rest of the world — might well be plunged back into negative growth. If that was true in July 2011, it is equally true today, and there is no reason to dismiss that warning.

But the Republican leadership on Capitol Hill insists that they are willing to take these mind-boggling risks, solely for the purpose of enforcing an extreme austerity regime that has already done permanent damage in much of Europe. Between the “Boehner

rule” demanded by House Speaker John Boehner, which requires a dollar in new spending cuts for every dollar increase in the debt ceiling, and the House Republican budget authored by Rep. Paul Ryan, Congressional Republicans evidently want not only to gut Medicare, Social Security and Medicaid, but to “eliminate more and more of the basic functions of government over time,” according to the Center on Budget and Policy Priorities. No education aid, no food safety inspections, no environmental protection, no infrastructure repairs, no cancer research.

From immediate economic jeopardy to long-term national decline, these prospects are obviously appalling — yet many Republican elected officials sound positively pleased about the debt ceiling crisis they have created. Senator Tom Coburn, Republican of Oklahoma, told a right-wing radio host recently that a gov-

ernment default would actually be a “wonderful experiment.” He assured listeners, quite falsely, that their Medicare and Social Security checks would continue to arrive every month, no matter what, and that only “stupid” spending would be cut.

If Coburn — or any Republican senator — is so eager to test the debt ceiling, perhaps he should volunteer to bump up against it first. As the *Tulsa World* reported in 2011, federal spending in Oklahoma amounts to three times as much as the entire state budget, with Social Security alone accounting for almost a billion dollars a month there, and Medicaid and other medical assistance amounting to another \$500 million-plus. Coburn's ultra-conservative, deep-red home state is highly dependent on federal employment and assistance, ranking 12th in retirement and disability payments and 11th in per

capita federal payroll, despite its small size.

So, by all means, let's find out, as Coburn suggested, whether we can live “on the money that's coming into the Treasury” without borrowing to finance those monthly pension checks and all those stupid federal jobs — and let's start in Oklahoma tomorrow. Then let's roll out the same experiment in every state whose senators and representatives are refusing to pay the bills they have already racked up over the years — especially states, like most of those below the Mason-Dixon line, where federal spending is far higher than the tax revenues remitted to Washington.

Surely that would silence all the loud talk about this “wonderful” experiment in fiscal brinkmanship.

Joe Conason is editor in chief of [nationalmemo.com](http://nationalmemo.com).

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Joe Conason





## Do gun control laws control guns?

The gun control controversy is only the latest of many issues to be debated almost solely in terms of fixed preconceptions, with little or no examination of hard facts.

Media discussions of gun control are dominated by two factors: the National Rifle Association and the Second Amendment. But the overriding factual question is whether gun control laws actually reduce gun crimes in general or murder rates in particular.

If, as gun control advocates claim, gun control laws really do control guns and save lives, there is nothing to prevent repealing the Second Amendment, any more than there was anything to prevent repealing the Eighteenth Amendment that created Prohibition.

But, if the hard facts show that gun control laws do not actually control guns, but instead lead to more armed robberies and higher murder rates after law-abiding

citizens are disarmed, then gun control laws would be a bad idea, even if there were no Second Amendment and no National Rifle Association.

The central issue boils down to the question: What are the facts? Yet there are many zealots who seem utterly unconcerned about facts or about their own lack of knowledge of facts.

There are people who have never fired a shot in their life who do not

hesitate to declare how many bullets should be the limit to put into a firearm's clip or magazine. Some say 10 bullets, but New York state's recent gun control law specifies seven.

Virtually all gun control advocates say that 30 bullets in a magazine is far too many for self-defense or hunting — even if they have never gone hunting and never had to defend themselves with a gun. This uninformed and self-righteous dogmatism is what

makes the gun control debate so futile and so polarizing.

Anyone who faces three home invaders, jeopardizing himself or his family, might find 30 bullets barely adequate. After all, not every bullet hits, even at close range, and not every hit incapacitates. You can get killed by a wounded man.

These plain life-and-death realities have been ignored for years by people who go ballistic when they hear about how many shots were fired by the police in some encounter with a criminal. As someone who once taught pistol shooting in the Marine Corps, I am not the least bit surprised by the number of shots fired. I have seen people miss a stationary target at close range, even in the safety and calm of a pistol range.

We cannot expect everybody to know that. But we can expect them to know that they don't know — and to stop spouting off about life-and-death issues when they don't have the facts.

The central question as to

whether gun control laws save lives or cost lives has generated many factual studies over the years. But these studies have been like the proverbial tree that falls in an empty forest, and has been heard by no one — certainly not by zealots who have made up their minds and don't want to be confused by the facts.

Most factual studies show no reduction in gun crimes, including murder, under gun control laws. A significant number of studies show higher rates of murder and other gun crimes under gun control laws.

How can this be? It seems obvious to some gun control zealots that, if no one had guns, there would be fewer armed robberies and fewer people shot to death.

But nothing is easier than to disarm peaceful, law-abiding people. And nothing is harder than to disarm people who are neither — especially in a country with hundreds of millions of guns already out there, that are not going to rust away for centuries.

When it was legal to buy a shotgun in London in the middle of the 20th century, there were very few armed robberies there. But, after British gun control zealots managed over the years to disarm virtually the entire law-abiding population, armed robberies became literally a hundred times more common. And murder rates rose.

One can cherry-pick the factual studies, or cite some studies that have subsequently been discredited, but the great bulk of the studies show that gun control laws do not in fact control guns. On net balance, they do not save lives but cost lives.

Gun control laws allow some people to vent their emotions, politicians to grandstand and self-righteous people to “make a statement” — but all at the cost of other people's lives.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University, Stanford, CA 94305.

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