

### THIS WEEK

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## Chiropractic clinic franchise to open 12 more Utah locations



*The Joint was created by the founder and former CEO of Massage Envy, which has multiple locations in Utah.*

The Joint Corp., a Scottsdale, Ariz., chiropractic clinics franchisor led by the founder and former CEO of Massage Envy, has awarded development rights to the Utah region to Trevor Williams, a Utah entrepreneur who plans 12 clinics in the area.

Founded in 1999 by CEO John Leonesio, The Joint ... The Chiropractic Place has 138 franchises either in operation or under development, and another 202 agreements with regional developers in 15 states. *Entrepreneur* magazine has named The Joint one of the Hot Trends in Franchising for

2012.

"The Joint is truly a game-changer. All businesses are forced to shift from time to time to meet changes in consumer demand and the economy," said Williams, who has been involved with the international acquisition, development and sales of high-end residential and commercial real estate properties. He founded Park City-based Lifestyle Brokerage, which specializes in the resort real estate industry. "The Joint is leading the transition already occurring in chiropractic medicine."

*see JOINT page 4*

## Most area bicycle retailers expecting increased 2012 sales

**By Brice Wallace**

*The Enterprise*

The past few years have seen interesting business cycles for cycle businesses.

A sampling of local bicycle retailers shows that some have experienced recent slowdowns because of the lingering effects of the recession, but most are picking up speed heading into 2012.

Mike Pratt, owner of Canyon Bicycles, with stores in Draper and South Jordan, injected some humor when asked how business is going. "Honestly, we're pretty flat, which is the new 'up,' I hear," he joked. "That's what people say when I complain that we're flat or maybe up a little."

In business since 1993, the company expanded from the Draper store by adding the South Jordan location. "Last year, we

had our first down year in our history [at the Draper store] but we were up overall as a corporation," he said.

Actually, the number of units sold is down but the average price of a bicycle has risen, Pratt said. "People are willing to spend more. They want nicer bikes."

He described bicycle retailing as "recession-resistant."

"When you don't have the money for a new swimming pool or a \$1,000 summer vacation, you get a couple of road bikes," he said.

During the past few years, he said, he has seen a shift toward road bikes, which start at \$600 to \$900, from mountain bikes, which start at \$300 to \$500.

"In a bad economy, people also might simply be wanting

*see BIKES page 2*

## Kneaders opens 16th restaurant, plans nine more in 2012

Utah-based Kneaders Bakery and Cafe, a chain of regional restaurants open for breakfast, lunch and dinner, plans to launch a number of new locations this year.

The firm just opened a location in Logan — its 16th — and plans 2012 openings in Heber, Ogden, City Creek (Salt Lake City) Saratoga Springs, The Shops At Riverwoods (Provo) and Spanish Fork, two new Arizona locations in Gilbert and Chandler, one new Denver location, one new Boise location and one new Oregon location.

The Four Foods Group has been Kneaders' four-state development partner since 2008. CEO Andrew K. Smith said one of the key contributors to the successful expansion of the Kneaders brand is that the organization has consistently been able to work

with local banks to secure traditional financing, even during the down economy. To date, banks have provided the company with more than \$9 million to buy land, construct buildings and purchase equipment. The banks' willingness to lend to the company has not slowed, as the company has performed on each loan.

"That is the key to securing additional financing," Smith said. "Every financial institution determines who their top performing clients are, and that institution will do whatever it takes to support those clients in their future growth and needs. I have found this to be the case even more so during a downturned economy."

In addition to securing capital, land acquisition has also become monumental in keeping *see KNEADERS page 4*

## Garff Automotive undertaking major remodel of dealership



*Garff's GMC/Buick dealership in Ogden is located in a 20-year-old building that is in need of major improvements.*

**By Barbara Rattle**

*The Enterprise*

Garff Automotive, Salt Lake City, has begun a major renovation of its GMC and Buick dealership at 900 W. Riverdale Road in Ogden.

Company principal Matt Garff said that as part of its reorganization General Motors is requiring dealers to meet new image criteria. Regardless, he said, it was time to renovate the expansive 20-year-old building, which was

designed to accommodate six franchises, which it at one time did.

While Garff declined to reveal how much is being invested in the renovation, a building permit places the value at \$1.25 million, and it is generally accepted that most building permits reflect only about half the real cost.

Garff Automotive is currently upgrading the dealership's exterior

*see GARFF page 4*





## BIKES

from page 1

to recreate and enjoy themselves and improve their health. If you've lost your job, or if you have a job and you're not getting what you want out of it, a lot of people want to do something for themselves, so they ride and get healthy. Biking is therapy," he said.

As for the future, Pratt is unsure how his business will fare because of increased competition. But if the economy improves, he expects to sell more bikes that cost \$4,000 to \$10,000. "People would have more disposable income," he said. "More people would be willing to bump up. There was a time when people were buying houses and paying blindly. When things got a little scary out there, that demographic, with all that income, lost so much in the market and then didn't buy the high-end bike. They were scared to spend

the money."

But people willing to spend on a bike have discovered it's fun and economical. "First of all, it's money that they want to spend," Pratt said. "But you also have to take into account that you don't need a trailer to tow it to a lake, and you don't need to buy a lift pass."

Dale Majors, owner of Bikewagon, is optimistic after his business experienced an economy-induced slowdown in 2011. The store is moving from North Redwood Road to 680 W. 200 N., North Salt Lake, with the new, 25,000 square foot location opening in March.

"Things are going well. We've had decent growth over the last year, and we'll be opening up a new storefront," Majors said.

Revenue growth is about 25 percent ahead of last year, but Majors cautioned that the figure represents the smallest revenue growth for the company, which has been operating since 2004 and typically has seen year-over-year growth topping 40 percent.

"It's hard to move and we changed our back-end systems, so a lot of focus on sales was shifted to infrastructure issues, and that slows you down a bit," he said. "But last year, we felt the economy more than any other year. People seemed to mention the economy more last year. It's great having growth in a down economy, but we never really felt it much. Last year was the first time we felt it [the economy] being kind of an invisible hand where things slowed more than they had before, especially for the holiday season."

But springtime usually gives



Following slumps in 2009 and 2010, sales are "quite promising" at Guthrie Bicycle, which dates back to 1888.

a boost. "Things have already been picking up for us," he said, "so I'm pretty optimistic."

Richard Goddard, owner of Guthrie Bicycle, 803 E. 2100 S., Salt Lake, said his 10-employee business saw a rebound in 2011 from leaner times the previous two years.

Goddard said 2008 "was, without question, our best year. The economy was doing well and gas prices were really high. Combine those two and it's good for bicycles. People were deciding to stay closer to home and said, 'let's buy some bikes.'"

But activity slipped in 2009 and even more in 2010 as the economy eroded.

"But in 2011, we had a little resurgence, and the last few months have been quite promising," he said. "We're back to where we were in 2009. We're pleased. Last year, the spring and early summer had a lot of rain and snow, and we thought we would start off really poorly because the weather wasn't cooperating. Yet, sales were quite

good, and when the weather improved, it exploded."

One can debate whether the economy was any better in 2011 than in previous years, but Goddard said customer optimism might have been at work. "I don't think people's fear of the economy was quite as bad in 2011 as it was in 2009 and 2010," he said.

And he added that while the bicycle industry might not be recession-proof, it is perhaps "refreshingly resistant." Some people, he said, turn to cycling during a recession because they don't want to drive their cars as much. Recession or not, he believes the resurgence of 2011 will be a springboard for even better sales at his company, in business since 1888.

"I'm very optimistic for 2012," Goddard said. "When you look at the valley as a whole, I think it looks rosy."

Masherz, at 1187 S. Redwood Road, has seen steady growth the past few years, regardless of the nation's economic downturn.

Owner Doug Lindeman noted, however, that the six-year-old company moved a little more than two years ago to its current, larger location.

"We were able to grow our storefront," Lindeman said. "In West Bountiful, we didn't have a huge storefront. We were able to expand our repair shop, too, and that was a big part of it, but mostly it was just having the space to properly sell the stuff we have."

Business started taking off three or four years ago. Had the store been in business longer than six years, perhaps it would have had more data to better determine the impact of the recession. "It's hard to say if it's affected us at all. It's probably affected everybody. Maybe we would have grown even more [without the recession]," Lindeman said.

As it is, Masherz saw 56 percent growth during 2011 from the prior year. "It's been going really well," he said.

Lindeman said 2012 growth will be perhaps 30 percent. "We expect to keep growing. Obviously, I don't think we'll have 56 percent growth this time next year," he said. "But we've recently expanded and taken over some space next to the store, so we've tripled our storefront space in the last month."

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## Lakeview Hospital investing \$3 mil. in new ER

Lakeview Hospital in Bountiful is expanding its emergency department in order to keep up with growing demand.

The hospital recently held a groundbreaking ceremony for a \$3 million, 9,000 square foot expansion expected to be completed in September.

In 2011, more than 16,000 patients visited the emergency department, part of a growth trend during the past five years.

The expanded department will have a convenient, dedicated emergency entrance, "fast track," rooms for the treatment of minor injuries, advanced technology for heart attack patients, dedicated rooms for behavioral health needs, and improved flow to allow patients to be seen quickly.

Hospital CEO Rand Kerr said the department will have 50 percent more space, better operational flow and "specialty services we haven't had before."

For entities to be strong, they need the right people, the right culture and the right infrastructure, he said. "I can tell you that Lakeview Hospital ER has had two of those elements. We've got phenomenal people and we've got a very strong culture. Unfortunately, they've been limited by the infrastructure that we've had. Our ER has been too small for the amount of people that are coming through. So today we are celebrating the beginning of the ending of that problem."

Bernadette Waldrop, emer-

## Nine individuals, organizations win Governor's Science Medals for 2011

Nine individuals and organizations have been named winners of the Governor's Science Medals for 2011.

Honored at a ceremony Jan. 10, the recipients have made "significant contributions to the furthering of scientific knowledge, education and industry in Utah and the nation."

Leaders in five categories were selected:

- **Academia:** Byard D. Wood, department head and professor of mechanical and aerospace engineering at Utah State University; Bruce Bugbee, professor in the Plants Soils and Climate Department at USU; and Edward M. "Ted" Eyring, professor in the Department of Chemistry at the University of Utah.

- **Industry:** Tim Miller, president and CEO, Echelon Biosciences; and Kelly B. Powers, vice president of research and development at CR Bard Access Systems Inc.

- **Government:** Amanda Smith, the governor's energy advisor and executive director of the Utah Department of Environmental Quality.

- **Education:** Hugo Rossi, professor emeritus of mathematics and senior associate director



Artist's rendering of the new emergency department. The hospital is Bountiful's largest employer, with a staff of 600.

gency department director, noted two new areas for the ER. One is the "fast track" rooms, which will handle patients with sprains, the flu, minor lacerations and the like. "Those folk usually take a back seat in an emergency room. They go to the back of the line in deference to people who are sicker," Waldrop said. "Being able to provide a dedicated space and dedicated resources for that group of patients will help expedite things."

She also praised the new psychiatry suite, describing it as a place "that's warm, that's inviting, supportive and therapeutic to a group of patients that are extremely vulnerable."

of the Center for Science and Mathematics Education at the University of Utah.

- **Special Recognition Awards:** Richard R. Nelson, founder the CEO of the Utah Technology Council; and the Utah Advanced Composites Team, including Gary Harter, managing director in the Governor's Office of Economic Development; Jeff Edwards, CEO of the Economic Development Corp. of Utah; and Steve Rodgers, principal at EmergenTek.

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## Jacobsen Construction names Welling CEO

Jacobsen Construction Co., West Valley City, has appointed Douglas C. Welling, president and chief operating officer since 2006, as Jacobsen's chief executive officer. He received the mantle from Lonnie M. Bullard, who served as CEO for 15 years as well as Jacobsen's chairman of the board. Bullard will retain his post as board chairman



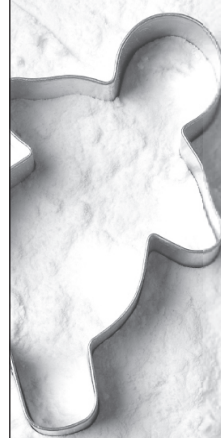
**Welling**

Welling began his career at

Jacobsen 24 years ago during the seismic upgrade of the Salt Lake City and County Building, which marked the first base isolation of a historical building in the world.

"I have always embraced the values on which Jacobsen Construction was founded," Welling says. "We will continue to honor the Jacobsen legacy by providing an experience marked by integrity and quality, in both the projects and the relationships we build. As Jacobsen enters its 90th year, I am excited to join with our 500 owner-employees and continue exceeding our clients' expectations."

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## KNEADERS

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Kneaders' expansion plans on pace.

"Today, more and more developers are open to build to suit propositions from tenants like Kneaders," Smith said. "Meaning, those tenants have a vacant piece of land that isn't generating any solid cash flow. So instead of trying to sell that land at a loss, land owners are willing to chase their original investment with an additional sum of money to get a secure, constant flow of cash by occupying that land with a strong tenant."

That is also the case with inline retail space.

"Vacancy isn't good for developers or property owners," Smith said. "They want to fill the space, so there is increasing negotiating power on the tenant's side. However, the market is also starting to be flooded with other great opportunities, and many companies are realizing that now is the time to try to grow their business. As long as those companies can find the capital they need, they will be growing. That is what I believe is going to be a major factor in getting us out of this down economy much faster than we all anticipate."

## Tourism office kicks off \$1.2 million winter campaign in New York, Los Angeles

Television viewers in the country's two largest markets are learning about Utah's "Greatest Snow on Earth" as part of the Utah Office of Tourism's \$1.2 million winter advertising campaign.

The office's "snowflake" commercials began airing the first week of January on stations WNBC and WABC in New York

City and KNBC and KABC in Los Angeles.

The campaign also includes sponsorship of ski reports and two-minute message segments on WABC and time and temperature sponsorships and two-minute spots on KABC. A taped segment with former Olympic skier Heidi Voelker, who is featured on vehicle license plates in Utah,

promotes the state's skiing. The Utah tourism office also is providing early morning news and weather sponsorships on KNBC and WNBC.

Utah ads also are running on digital billboards in affluent areas of Los Angeles through the end of the month.

The tourism office also is focusing on increased social

media efforts through February as part of the campaign. For example, YouTube-promoted videos of Utah will be displayed on certain sections of that website. The spots can be viewed on the tourism office's YouTube channel, [www.youtube.com/user/utahtourism](http://www.youtube.com/user/utahtourism).

"Los Angeles and New York are two of our key markets for destination skiers who love Utah's 'Greatest Snow on Earth,'" Leigh von der Esch, managing director of the Utah Office of Tourism, said in a prepared statement. "We are excited about the social media component that will allow us to be more nimble in our messaging."

Skiing is part of Utah's \$6.5 billion tourism industry and last year experienced its second-best season ever, with 4.22 million skier days. The number of skier days has grown 42 percent since the 2002 Winter Olympics, according to Ski Utah. That organization also says direct skier spending has grown from \$704 million to \$1.2 billion during that period.

## JOINT

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Williams said his interest in chiropractic care came after a careful study of the wellness industry."

"Seeing the growth in alternative, holistic and wellness-based medicine, joining a business concept focused on chiropractic care

was a natural choice for me," he said.

In addition to clinics opened by another party at 1126 E. 2100 S. in Sugar House and 6910 S. Highland Dr. Cottonwood Heights, Williams will be developing clinics in Sandy, Bountiful, Draper, South Jordan and Lehi. The Sandy clinic will be located at 9192 S. Village Shop Dr.

## GARFF

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lighting, while general contractor United Contractors will begin work in earnest in March. The project will take four or five months to complete. The dealership, which offers sales, service and parts, will remain open during construction.

Garff purchased the building about 10 years ago. As recently as two years ago, it housed four dealerships – GMC, Buick, Pontiac and Mitsubishi. Next

door, Garff operates a Honda dealership, in addition to a Nissan franchise nearby.

"Our Nissan store has grown probably 400, 500 percent since we bought it, Garff said. "Our Honda store has probably done something similar. During that time period we invested in a brand-new facility for Nissan and have expanded the operations for Honda and now it's time to upgrade for GMC.

Garff is working with Chase Bank to finance the renovation.

The business model for The Joint is similar to that of Massage Envy., which was founded in 2002 and now is a \$300 million firm with 800 licenses awarded. Members pay a monthly membership fee (presently \$49), which covers up to four treatments each month. Members can visit any The Joint clinic in the country to receive care. No insurance pre-authorization is required and no appointment is necessary. Leonesio said members' treatments cost less than a typical insurance copay.

Leonesio has more than more than 40 years experience in health and wellness franchising. In the 1970s Leonesio co-founded Scandinavian Health Spas, growing it from one to 40 clubs before selling to Bally Health and Fitness in 1985. In 1990, he co-founded The Q, the Sports Club, growing it from one unit to 20 units in five years, before selling to 24 Hour Fitness.



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# Economic leaders: Utah in midst of recession rebound

By Brice Wallace  
*The Enterprise*

Economic leaders in Utah are cautious but see many indicators that the state is in the midst of a recession rebound.

Speaking to a crowd of more than 450 at the Salt Lake Chamber's annual Utah Economic Review on Jan. 12, members of the Utah Economic Council cited several statistics showing that Utah is faring well, even if it's not apparent.

"The recession ended two years ago, but it doesn't feel like it," said Steve Kroes, president of the Utah Foundation. "Most of us recognize that's because we're still in the trough. A recession ends when some of the numbers stop falling and we hit bottom and start to turn around. Looking at the numbers, we've clearly turned around over the last year-and-a-half or so, but we dug a hole so deep that we're still in the hole."

Juliette Tennert, deputy director and chief economist in the Governor's Office of Planning and Budget, and Gov. Gary Herbert himself remain optimistic about 2012.

"I certainly believe the prevailing theme in 2012 will be economic recovery," Tennert said, noting that there are reasons to be cautious. "The recovery is not moving along maybe in the robust fashion that past economic expansions have taken place, but Utah's data continue to improve."

"We recognize there are some challenges," Herbert said. "It's not all blue sky and smooth road, but clearly the trends are up. ... I've never been more optimistic about Utah's future in my life."

Job creation and unemployment was a focus of much of the panel's discussion. Tennert noted that Utah has 30,000 more people employed than a year ago. The prior year saw growth of only 9,000, and Utah had a job loss of 60,000 the year before that.

Kelly Matthews, emeritus economist for Wells Fargo Bank, said that in October, Utah was third among all states for employment growth. "I think we have achieved the ability to not only survive but to retain our position as one of the very top performing states [in] economy."

Matthews said the shrinking of Utah's unemployment rate, currently at 6.4 percent, could be misleading because perhaps half of the amount of the decrease from higher levels could be from people who have stopped looking for work and therefore are not counted in unemployment statistics.

But the chamber and the governor have job creation goals in place to boost job growth even further. Natalie Gochnour, the chamber's chief economist, said the "Utah Jobs Agenda," backed by private-sector participants, has a goal of creating 150,000 jobs over five years. It already has surpassed its first-year goal of 18,000 by creating 23,000 jobs.

The governor's goal is 100,000 new jobs in 1,000 days. Tennert said all private sectors currently are seeing job growth after the state lost perhaps 90,000 jobs during the recession.

"By the end of 2012, we should be close to having finally recouped most of the jobs that we lost during the economic downturn, so we'll be well on our way to accomplishing both the goals of the chamber and the governor," she said.

Other comments during the event included:

- Matthews said that Utah's national-low gasoline price of about \$2.80 likely will be on the upswing, especially if crude oil prices remain at the \$100-per-barrel level. And that gas price spike "could be really impactful" on Utah businesses, he added.

- Richard Evans, Brigham Young University assistant economics professor, said the European debt crisis could cause Utah "a little more pain than the average state and the country" because of the state's strong export growth the past two years.

- Kroes noted that Utah's personal income tax revenues are rising but corporate income taxes and sales taxes are down when compared to other states.

- Kroes is expecting an "exciting" and "somewhat unpredictable" year for politics because of the lagging national economy. "Certainly," he said, "this economy creates a lot of potential for change in politics."

- Gochnour said that Congress needs to focus on the economy. "We need the U.S. House and Senate to pick up a lens of the economy and make decisions that help the U.S. economy," she said. "If they do that, it will be a great year. As I say that, we don't have a lot of confidence that they will do that."

- Kroes and others said that Utah's reputation for having a young, educated workforce might erode — and the state could become less-attractive to potential companies moving in — if the state cannot reverse the trend of having relatively fewer people attaining college degrees and certifications.

## Studying Collaborative Workplaces:



### Prototype

Take a page from serial innovators: try stuff, early and often. Prototype alternative spaces and let people use them. Measure how often they're used, what kinds of work they do in the spaces, what spaces work best, etc. Keep fine-tuning things.

### Let it Roll

Collaboration isn't a destination — it's a braided progression of face-to-face and virtual interactions throughout the day at desks, in the hall and café, on the internet. Help employees to stay "in flow" while staying in motion by providing a range of casual environments and visual tools for sharing ideas.

### Build Buzz

People collaborate more when they're in proximity to others. They want to see and be seen. Encourage mobile workers to stay near the team but move around so they build stronger networks. Easy eye contact between people, and between people and information, make idea sharing more likely. Hearing others allows for mentoring through "eavesdropping" and sharing information informally throughout the day. And keep things close: beyond 50 feet, stuff doesn't get used, whether it's a meeting room or café. Places where people can post content help build a "shared mind."

### Create Zones

Workers need choice and control over where they work, so provide a range of settings and acoustics for collaborative, social, learning and focused work. Consider a range of "I" to "we" settings in open and enclosed areas. Don't forget that more-open spaces also need enclosed spaces for focused work, conference calls and telepresence meetings.

### Make Technology Useful

Technology should be easy to connect to, intuitive to use, and let each person display information without a lot fumbling with cords and connections. "Collaborative spaces with access to power, Wi-Fi, and projection, where everyone can see the information and interact with it, are more effective for collaboration, and will be used more often.

### Bolster Both Analog and Digital Work

Help teams move seamlessly between digital and analog materials, from content on laptops to drawings, stickie notes, photos, etc. Groups co-create by displaying content, reviewing it over time, and adding to it. Provide for layering of analog and digital information such as whiteboards, tackable walls, easy-to-use projection tools, and tools that help workers transition analog work to a digital format. Provide ways for workers to share information from personal devices in a larger format to encourage group participation.

### Include a Social Hub

Leverage social networks and break down silos by offering a centrally located casual space, such as a café or coffee bar. Food and beverages are a draw, but collaborative tools make the space more effective. Settings where people can work in the open makes them accessible to others. A social hub often becomes the psychological center of the workplace.

### Support Collaboration Everywhere

Plan every setting as a collaborative setting to maximize the opportunities for people to come together. Provide data, power, shared vertical elements (screens, whiteboards, tack space) to enable the exchange of tacit knowledge. Allow groups to adapt the space to their work. Let workers adapt group spaces: if an area doesn't support team collaboration, they will find another space.



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## UVU launches 25,000 square foot business resource center

Ribbon cutting ceremonies for Utah Valley University's new Business Resource Center took place Jan. 6, and the center's providers and partners will begin full services this month.

The center, at 815 W. 1250 S., Orem, is designed to be a one-stop shop for entrepreneurs and businesses in Utah, Summit and Wasatch counties, using the resources, programs and activities provided by UVU faculty, staff

and students. It will be a business development incubator and also a resource for individuals and entities for ideas, products and technology innovation.

Among the entrepreneurial resources and business start-up services are the Commission for Economic Development in Orem; UVU's Technology Commercialization Office; the state's largest Small Business Development Center; the Economic

Development Corp. of Utah; the Procurement Technical Assistance Center of Utah; representatives from the Utah Science Technology and Research (USTAR) Initiative; and the Manufacturing Extension Partnership of Utah.

UVU's Woodbury School of Business and Entrepreneurship Institute also will assist the center in creating businesses and jobs. UVU students also will have learning opportunities, including

research projects and activities directly benefiting individuals and businesses the center serves.

Steve Roy, UVU associate vice president for economic development, said the center's services will expand as the center develops to accommodate increased clients

needs.

The 24,842 square foot building includes 11 business incubator pods, 13 offices, a reference library and two conference rooms.

Details are at [www.uvu.edu/brc/](http://www.uvu.edu/brc/).

## Real estate owner plans to open bar on Ogden's 25th Street

An Ogden resident who specializes in restoring historic structures is planning to open a private club or bar on the corner of historic 25th Street and Lincoln in Ogden that will pay homage to the area's illustrious past.

Jared Allred of Restoration Realty said he plans to open the bar, to be named Alleged, on the second and rooftop levels of a building his family owns at 2506 Lincoln Ave. and to lease the ground floor to a complementary restaurant.

The name Alleged was chosen because the bar will be located in what was once a brothel operated by Rose Davies, a colorful character in Ogden's past.

However, one major roadblock stands in the way of the launch of Alleged — a liquor license, all types of which are in short supply.

"We're looking at a couple of different ways of obtaining a liquor license," Allen said. "Maybe a failing bar will get in contact. But in July it will become

legal for bars to sell their liquor licenses and we'd be interested in purchasing an option on a liquor license right now and letting the bar continue to operate until July 2012 and then we'd pay the remainder of the cost for the license. We're talking to a couple of bars that have recently gone under or are going under and are trying to come up with something that's mutually beneficial. We can put some money in their pockets now and close in July."

As envisioned, Alleged would occupy the approximately 2,700 square foot second level of the building, as well as its rooftop, which, depending on setbacks required by the city, would offer between 1,500 and 2,200 square feet. Allen said Alleged will be "stylish, eclectic. We'll name a lot of the drinks after some of the famous madams of the street and play off the history of the area a little bit." The ground-floor restaurant would provide a tapas-style menu for Alleged.

## • Earnings Roundup •

### Franklin Covey

Franklin Covey Co., based in West Valley City, reported net income of \$1.7 million, or 9 cents per share, for the fiscal first quarter ended Nov. 26. That compares with \$794,000, or 5 cents per share, for the same quarter a year earlier.

Net sales totaled \$39.5 million, flat from a year earlier. About \$4 million in sales from other areas of business offset a planned \$3.9 million decrease in revenues from government services.

The company creates and distributes productivity content, training, processes and tools.

### Pioneer Oil and Gas

Pioneer Oil and Gas, based in South Jordan, reported a net loss of \$388,901, or 5 cents per share, for the fiscal year ended Sept. 30. That compares with a net loss of \$1.4 million, or 18 cents per share,

for fiscal 2010.

The company attributed the most recent loss primarily to a non-cash write-off of the value of resale lease inventory of \$713,430.

Revenues in fiscal 2011 totaled \$1.3 million, up from \$1.1 million in fiscal 2010.

### BSD Medical

BSD Medical Corp., based in Salt Lake, reported a net loss of \$1.7 million, or 6 cents per share, for the first fiscal quarter ended Nov. 30. That compares with a loss of \$947,301, or 4 cents per share, for the same quarter a year earlier.

Revenues totaled \$658,998, up 30 percent from \$506,985 a year earlier.

BSD provides medical systems that treat cancer and benign diseases using heat therapy.

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## • Industry Briefs •

### ARTS/ ENTERTAINMENT

• **Visit Salt Lake** is again sponsoring the **Sundance Film Festival Café** at the **Beehive Tea Room** in downtown Salt Lake Jan. 20-28. Located between the two main Salt Lake Sundance screening venues of Rose Wagner Performing Arts Center and Broadway Theatres, the cafe will offer live music each night from 7:30 to 10:30 p.m. on the NowSaltLake.com Festival Stage. There is no entrance fee.

• The **Utah Museum of Contemporary Art** in Salt Lake City has hired **Aaron Moulton** as senior curator of exhibitions. Moulton will commence his duties at UMOCA on Jan. 16. Moulton joins the staff at UMOCA at a time when the institution is achieving increasing national recognition. Moulton obtained his degree in curatorial studies from the Royal College of Art in London. He was editor of *Flash Art International* in Milan and for the past five years has been based in Berlin where he founded the exhibition space FEINKOST at

### Nature Conservancy 'more likely in the boardroom than the courtroom'

By **Brice Wallace**  
*The Enterprise*

To hear Teresa Beck tell it, you're more likely to find The Nature Conservancy in boardrooms than in courtrooms.

Beck, co-chair of the global organization, recently told a Rotary Club luncheon crowd that the organization's preferred method of advancing its conservation efforts is by building coalitions with business, government, indigenous communities, non-profit organizations and others.

"We're collaborators," she said. "We pursue non-confrontational, pragmatic solutions to conservation challenges, so you don't hear of The Nature Conservancy suing people to get things done. We try to work as partners with people to get things done."

Beck cited examples of working with Rio Tinto, BP and Questar to help put energy facilities in the best locations.

"When I said we're not confrontational, The Nature Conservancy is very practical and says, 'We need energy. We're going to have energy.' We'd be silly to say, 'Cut off all energy development.' But if we are going to have it, let's do it the best we can to protect the lands and waters that we need to," she said.

Beck said that conserving land and water has several economic ties in Utah. Having a high-quality environment has led to a \$5.5 billion tourism industry, a \$1.25 billion agricultural

the former location of the Berlin Wall.

• New York-based **Shen Yun Performing Arts** will bring its performances of **classical Chinese dance and music to Utah on Feb. 4 in Park City**. In a collection of short pieces, audiences travel from the Himalayas to tropical lake-filled regions; from the legends of the culture's creation over 5,000 years ago through to the story of Falun Dafa in China today; from the highest heavens down to the dusty plateaus of the Middle Kingdom. There will be two performances on Feb. 4, one at 2 p.m., another at 7:30 p.m., at the Eccles Center, 1750 Kearns Blvd. Tickets can be purchased at [www.ticketingbox.com](http://www.ticketingbox.com) or by calling 888-974-3698. For more information on ShenYun, visit [www.shenyun2012.com](http://www.shenyun2012.com).

### BANKING

• **America First Credit Union** has distributed more than \$19,000 through its **Community Assistance Program** in 2011 to seven organizations that help the homeless and less fortunate. The

industry, millions in spending by sportsmen, the Outdoor Retailer trade show and its \$32 million annual financial impact, and outstanding snow that led to the state landing the 2002 Winter Olympics.

"So we do have an important mission and I think we all need to be interested in it," Beck said. "In short, our lands and waters are really the bedrock of our identities as Utahns, so they're key to our economic development and they're vital state resources that we can't and should not ignore."

The Nature Conservancy, based in Arlington, Va., is active in more than 30 countries and all 50 states and has more than 3,000 employees. It owns more than two million acres in the U.S. In Utah, it oversees about 10,000 acres around the Great Salt Lake and about 300,000 acres at Dugout Ranch in southern Utah. It has raised \$100 million for conservation activities in Utah and hopes to raise \$38 million by the end of 2013 in its "Nature of Utah" campaign. Those funds will be used for water conservation, the care of public lands and educating young people about the importance of natural resources.

"I can't imagine my niece's children ... not having the same opportunities I've had to be outdoors and enjoy this great natural world we have here," Beck said.

CAP disbursements were made to St. Anne's Shelter, Catholic Community Services, Cathedral of the Madeleine in Salt Lake City, Christmas Box International, Your Community Connection, SHARE Food Bank and Safe Nest in Las Vegas.

• **Bank of Utah** has opened a new **South Towne mortgage office** in the Sandy Realtor Building, 230 W. Towne Ridge Parkway, Suite 520. The branch will house a team of nine loan officers and support staff. **John Gonzales**, a 20-year mortgage veteran and loan officer, will serve as branch manager.

### COMPUTERS/ SOFTWARE

• American Fork-based **Millenniata** received the **Visionary Product Consumer Storage Device Award** during the Storage Visions 2012 conference at the 2012 International Consumer Electronics Show in Las Vegas for its M-DISC permanent storage technology that etches data onto a stone-like material. In August 2011, Millenniata launched the new optical disc technology the firm says permanently etches data onto the write layer of the disc for use anytime and for generations to come without data loss. Millenniata also entered into a manufacturing and marketing partnership with Hitachi-LG Data Storage Inc. to manufacture M-DISC compatible DVD drives under the LG brand.

• **SwarmBuilder**, Salt Lake City, has rebranded itself as **eXperticity**, which will continue

to connect communities of product experts, brands and retailers to create better consumer buying experiences through the power of experts. The company's two primary services remain 3point5.com and ProMotive.com. 3point5.com is designed to ensure that retail sales associates receive advanced training on a brand's product line and that they are able to improve sales based on that knowledge.

Similarly, ProMotive.com helps brands connect with hundreds of thousands of credible professionals whose use of a product helps them excel. While eXperticity originally made a name for itself in the outdoor industry, the company is broadening its reach by servicing the footwear and apparel, fashion and beauty and after-

*continued on next page*



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from previous page

market automotive industries.

• **Simply Mac**, a Utah-based Apple specialist, delivered **\$20,400 worth of food products** to the Utah Food Bank in Salt Lake City, the Utah Food Bank Southern Branch in St. George, Utah, the Jackson Cupboard Food Bank in Jackson, Wyo., and the Idaho Falls Community Food Bank in Idaho Falls, Idaho. The donations were a result of the second annual Simply Mac Meals for Macs food drive.

• The **Allegiance Engage Voice of Customer (VOC) Platform** by South Jordan-based **Allegiance Inc.** has been selected by TMC, a global integrated media company, to receive a **Customer Interaction Solutions 2011 Product of the Year Award**. Allegiance was selected due to its innovative approach to delivering products and solutions that enable businesses to be more attentive to their customers. Allegiance Engage gathers and combines customer and employee feedback with operational data (CRM, financial, etc.) to create actionable customer intelligence delivered in the cloud. Allegiance multi-channel feedback collection includes ad-hoc, transaction surveys, solicited feedback through websites and phone, and unsolicited, unstructured feedback of any kind, including through social media.

## CONSTRUCTION

• **Kleinfelder**, a global science, architecture and engineering consulting firm, has hired **Trent Parkhill, P.E.**, as a vice president and senior principal engineer in the firm's Salt Lake City office. Parkhill brings with him more than 30 years of geotechnical engineer-

ing experience, including project management, client account management and technical leadership. Prior to joining Kleinfelder, Parkhill spent 31 years with Haley & Aldrich — a Boston-based engineering and environmental consulting firm — where he served in a variety of project management and technical roles.

• **SME Steel Contractors**, West Jordan, has been awarded the **San Francisco 49ers new stadium project**. SME will provide approximately 18,000 tons of structural steel fabrication and erection to create a state-of-the-art open air sports stadium in Santa Clara, Calif., that will have 68,500 seats.

• **Jacobsen Construction Co.**, West Valley City, has reorganized its upper management. **Gary Ellis** has been named chief financial officer. Ellis joined Jacobsen as company controller in 2000 and was made a vice president in 2006. Ellis succeeds **Richard Kirkham**, who served as CFO for 23 years. Kirkham, a senior vice president, will continue in his role as corporate secretary and treasurer. Jacobsen has also reorganized its operating units — each headed by a project executive team — to focus more effectively on its market segments and, ultimately, better serve Jacobsen clients. Executive vice president **John Fortuna** will continue to serve as Jacobsen's overall construction manager while also maintaining leadership over Jacobsen's public/institutional project portfolio with vice president **Jim Cavey**. Vice presidents **Doug Hronek** and **Steve Shrader** are focused on bringing the Jacobsen Experience to private clients. Vice presidents

**Blake Court** and **Matt Radke** have led Jacobsen's health care construction specialists on a wealth of medical projects throughout Utah. Vice president **Steve Nelson** will continue to oversee Jacobsen's projects in Hawaii. Religious projects will be led by vice presidents **David Wills** and **Jon Moody**. Jacobsen's industrial projects are being tended by vice president **Kirk Dickamore**, who previously served as Jacobsen's liaison over religious projects. He assumes this position from **Terry Wright**, who has been made a senior vice president at Jacobsen. Wright will be focusing his efforts on pre-construction services and planning for current projects, as well as long-range project development, in all market segments.

• **McKay M. Parrish** has passed the NCEES structural engineering I and II exams and received his structural engineering license in Utah. Parrish has worked for **ARW Engineers**, Salt Lake City, for seven years and has recently provided structural design services for significant religious and institutional facilities. He received his M.E. degree in structural engineering in 2004 from Utah State University.

## EDUCATION/TRAINING

• **Ed Catmull**, president and cofounder of **Pixar Animation Studios**, will deliver the **University of Utah general commencement address** on May 4. Catmull contributed to the world of computer graphics while a student at the University of Utah, but his main goal was always to one day create a full-length feature film entirely generated by computer graphics. In 1995, Catmull achieved his

goal and revolutionized the film industry with the Pixar motion picture "Toy Story."

## FINANCE

• **Lendio**, a Salt Lake City company that matches qualified small-business owners with active banks, credit unions and other lending sources using proprietary matching technology, has published a **white paper on the 12 best ways to secure business financing in 2012**. To download the white paper or listen to a podcast around it, visit <http://www.lendio.com/blog/entrepreneur-addiction-18-12-business-financing/>.

• **Salt Lake City's Revolving Loan Fund** granted more than \$1.6 million in funding to local businesses in 2011. It was a record year for the fund, which began in the 1990s and has lent in excess of \$14 million to Salt Lake City businesses since its inception. The fund makes low-interest loans available to businesses within city boundaries. It is managed to achieve three primary objectives: stimulate business development and expansion, encourage private investment and economic development and enhance neighborhood vitality. Recipients of the 2011 Revolving Loan Fund include The King's English Bookshop, Bluehouse Skis, Liberty Park Concessions, Discrete Headwear, Dolcetti Gelato, Drake Powderworks, Red Iguana, Eiffel Tower Catering and Babinski's Baby.

## HEALTH CARE

• California-based **The Ensign Group Inc.** has acquired the underlying real estate and other operating assets of **Orem Rehabilitation & Nursing Center**, a 108-bed skilled nursing facility in Orem. An Ensign subsidiary has been operating the facility since May of 2008 under a lease that did not include a purchase option.

• **Gregory Hageman, Ph.D.**, professor of ophthalmology and visual sciences at the University of Utah and director of the **John A. Moran Center for Translational Medicine**, has been selected for the **2011 Lighthouse International Pisart Vision Award**. Presented annually, the award honors an individual who has "distinguished himself or herself by invention or otherwise in the prevention, cure, treatment or care of blindness." The \$30,000 award will be presented to Hageman in New York City on Jan. 19. For the past two decades, Hageman has focused his research on age-related macular degeneration (AMD), the leading cause of irreversible blindness in the elderly.

## LAW

• **Elijah L. Milne** has joined the St. George office of **Durham Jones & Pinegar** as an of counsel

attorney. Milne received his B.A. from Brigham Young University in 2003. He graduated, summa cum laude, from Michigan State University College of Law in 2006, and received his LL.M. from Columbia University School of Law in 2011. His practice focuses primarily on litigation and family law. In addition, he also represents clients in criminal defense cases and state administrative proceedings.

• **Clyde Snow & Sessions** attorney **Diana L. Telfer** will launch a series of new community courses Jan. 17 tackling **issues arising from divorce** by addressing legal, financial, emotional and spiritual perspectives in a collaborative and empowering approach. The courses will prepare and educate students about the divorce process and offer basic strategies to resolve critical concerns including custody, parent-time, child support, debt distribution, property distribution, alimony and career adjustments. Telfer's course will be broken down into two brief class meetings. Courses will be offered through the community education departments of the Granite School District, Canyon School District and the Salt Lake City School District on specific dates January through April from 6 p.m. to 8 p.m.: Jan. 17 and 24 — Butler Middle School, Jan. 31 & Feb. 7 — Eastmont Middle School, Feb. 21 and 23 — Skyline High School, March 6 and 13 — CTEC and April 11 and 18 — West Community Learning Center. For more information visit <http://www.granitepeaks.org/index.cfm?fuseaction=1010#>, <http://entrada.revtrak.net>, or [www.ClydeSnow.com](http://www.ClydeSnow.com).

• Denver-based **Holland & Hart** has added three new partners to its Salt Lake City office — **Mark Miller**, **Sherilyn Olsen** and **Bryan Pratt**. Miller's practice focuses on intellectual property and patents. Olsen focuses on bankruptcy and subprime mortgages while Pratt focuses on patents, copyrights, trade secrets and intellectual property.

## MANUFACTURING

• Provo-based **Tahitian Noni International**, a worldwide purveyor of products using the noni plant, will soon change its name to **Morinda Bioactives** in part to help with the entry into the bioactives industry. *Morinda citrifolia* is the scientific name for noni. The firm's bioactive platform will include bioactive products from multiple sources, not just noni, which is a bioactive-rich, adaptogenic plant containing iridoid compounds.

• Orem-based **Aribex Inc.**, a manufacturer of handheld X-ray technologies, has **qualified for up to \$350,000 in financial incentives** from the state of Utah for expansion of its manufacturing

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capacity. Aribex will receive the incentive in the form of tax credits that are contingent upon the company hiring 30 more employees in the next three years. The incentives were authorized under the new Technology and Life Sciences Economic Development Act passed by the Utah Legislature in 2011, and administered by the Board of the Utah Governor's Office of Economic Development.

- **Control4**, a Draper-based innovator in residential and light commercial automation systems, unveiled **two new models of its family of automation controllers**. At the center of Control4's updated line of controllers is the new HC-800, a powerful, flexible, multi-zone controller designed to serve as the cornerstone of any Control4 installation, no matter how large or demanding. The HC-800's 1.8GHz high-performance dual-core processor delivers instantaneous, interactive on-screen control and browsing of even the largest media libraries.

- **Setpoint Systems**, an Ogden designer and manufacturer of custom lean automation solutions and manufacturing equipment, has hired **Shane Aardema** as project manager. Aardema has a B.S. degree in general chemistry from Weber State University, an endorsement from the American Chemical Society and more than 17 years of industrial chemical experience in a variety of industries.

## REAL ESTATE

- **Edgewater Corporate Park** at 5205-5225 Wiley Post Way **has been sold**. The park consists of two main buildings offering nearly 214,000 square feet of office space. The buildings are 100 percent leased. The **CBRE** team of Eli Mills and Tucker White represented the seller, Cawley Partners, a Dallas-based private investment group. Trent Snarr, a CBRE professional specializing in debt and equity finance, arranged \$14.6 million in bank financing for the buyer. The purchase price and buyer's name were not disclosed. The buyer is a first-time investor in Utah.

## RESTAURANTS

- **Apple Spice Junction**, a 23-year-old corporate catering company based in Salt Lake City, is slated to open a new restaurant concept in Logan in March called **Apple Spice Cafe & Bakery**. To be open for breakfast, lunch and dinner, Apple Spice Cafe & Bakery will feature breakfast sandwiches, yogurt parfaits and boutique style fresh roasted coffee. Lunch selections will include a menu of 14 sandwiches, 14 salads and a variety of soups and chili.

- Having opened the first **Sonny Bryan's Smokehouse** restaurant outside the Dallas/Ft. Worth Metroplex last year at 11400

S. State in Sandy, Smokehouse Hospitality is expanding the iconic brand along the Wasatch Front. Smokehouse Hospitality opened a second Sonny Bryan's Smokehouse in Salt Lake City in the **Foothill Village Shopping Center** at 1414 Foothill Blvd. on Jan. 10. The Foothill location will be a hybrid service operation similar to the Sonny Bryan's Smokehouse located in downtown Dallas in the West End offering quick service for lunch and full service in the evenings with full liquor service available all day and will feature tributes to University of Utah athletics. The third Sonny Bryan's Smokehouse is set to open the first week of February at the **Valley Fair Mall** in the new buildings developed by the mall on 2700 West. The Valley Fair location will be operate with the Smokehouse's traditional casual service as the company's first location in Sandy.

## RETAIL

- **Sycamore Ventures**, based in Park City, has acquired **Trunk Health Products**, based in San Diego. Financial terms were not disclosed. Trunk Health Products resells and markets health and nutrition products through wholesalers and retailers. It plans to develop additional private-label organic and alternative health products from the Far East. Trunk's single operating subsidiary, Trunk Condoms, sells condoms, T-shirts, hats and other novelty items through its website, [www.trunkcondoms.com](http://www.trunkcondoms.com). Sycamore Ventures focuses on the nutrition, health and education sectors.

## SCIENCE

- **University of Utah** biology professor **Nalini Nadkarni** is being honored by the world's largest general science society – the **American Association for the Advancement of Science** – with the group's **2011 Public Engagement with Science Award**. The award recognizes Nalini's "unique, persistent and innovative public engagement activities that have served to raise awareness of environmental and conservation issues with a broad and exceedingly diverse audience."

## SPORTS

- **Miller Motorsports Park**, Tooele Valley, has signed an agreement with **DRIFT** that names DRIFT as the Official Point-of-View (POV) Camera of Miller Motorsports Park. DRIFT is a London-based company that manufactures and markets a wearable point-of-view camera offering consumers wide-angle recording capabilities. Designed with real-life use features, it is highly recommended by specialists in outdoor sports, motorsports and snow sports.

# Funding a business — what are the options?

Debt or equity? This is the question all businesses face at various points during a business life cycle. All startups face this question to one degree or another. With that said, there are typically multiple points throughout a business' life cycle where this decision must be made again and again.

Even if the ownership has the ability to "self-fund" the origination or growth of the business, the decision must be made as to whether self-funding is the best use of one's own resources. In many instances, financing the business through borrowing may be considered the better alternative because, among other things, it allows the ownership to protect the wealth they have developed and enables the business to stand on its own merit.

Whether it be a startup looking for necessary funding to get product and marketing out, a seasoned entity with a tremendous growth opportunity or perhaps an established business looking to

more limited than in times past. This may be true to an extent, depending on the circumstances surrounding the business' needs.

Options most commonly considered by the businesses facing the situation outlined above fall into one of three categories. The first of these is private money. This form of funding a business comes at rates in the mid to high teens, short amortization, and steep penalties in the form of warrants or other less desirable outcomes if the loan is not paid as agreed.

Securing an equity partner is the second category to be considered. This type of funding may bring reasonable costs of funds but at the expense of diluting one's ownership and authority in determining the future course and direction of the business.

Finally, what some may consider the unicorn of small and mid-sized businesses today — bank financing. A bank that brings with it reasonable cost of funds, yet has the ability and willingness to take the time to understand the business, its challenges and opportunities, is the sort of financial and lending partner that many business owners and entrepreneurs seek. Furthermore, finding a bank that can underwrite the risks due to their ability to deal with and mitigate those risks will bring added value to any business. There are these type of lenders out there and while they may be difficult to find, they will take the time to understand each business opportunity presented to them and strive to create a financing solution that will enable businesses to achieve their current objectives and become or remain viable in their respective industries.

Justin Gordon is the national sales director of TAB Bank in Ogden. He oversees the sales team of 15+ located across the U.S. and consults with customers and prospective customers across the country to develop lending solution to meet their needs. TAB Bank provides custom working capital solutions — accounts receivable financing, lines of credit, equipment loans and asset-based loans — to transportation and non-transportation companies in all stages of business life cycles during any economic conditions.



Justin Gordon

*In today's lending environment, those facing this decision may feel that the decision is made for them in that traditional lending sources are felt to be more limited than in times past. This may be true to an extent, depending on the circumstances surrounding the business' needs.*

enhance vertical integration in their space, the cost benefit analysis must be completed and the decision made.

In today's lending environment, those facing this decision may feel that the decision is made for them in that traditional lending sources are felt to be

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## Getting training in order — the right order

Many companies are considering training programs for the new year. New budgets. New needs. New opportunities.

And most companies will concentrate on “it.” Whatever it is. More sales, a new product launch, customer service, internal operations, diversity or whatever is “pressing.”

All of that is wrong — or should I say, out of order.

Before you train ANYTHING, before you launch any new program or initiative, ask yourself these two questions:

1. How positive are the attitudes of our people?
2. How attitudinally receptive will our people be to this training?

If the answer to “how’s our attitude?” is “not too good” or “inconsistent” or “my attitude is great, it’s everyone else’s attitude that’s the problem!” then the training will be met with resistance, and will fall short of your expected outcome. Way short.

The answer to this dilemma is very simple, yet it’s overlooked at most every company in the world: Train attitude *first*. Positive attitude. *YES! Attitude.*

Positive attitude is not a “program” or an “initiative.” It’s an imperative. It’s not the “flavor of the month.” It’s the feeling of and for a lifetime. Your lifetime.

Attitude is the mood of every employee. Positive attitude leads to positive productivity and positive communication.

Attitude is both foundational and fundamental. Attitude is foundational to all aspects of corporate productivity, communication and harmony. It’s the basis for what is erroneously known as morale. It’s NOT morale — it’s attitude. Low morale is a symptom — poor attitude is the problem.

Attitude is fundamental to all aspects of job performance. How much more profitable would your company be if EVERY employee (including you) had the attitude of *yes*?

These days attitude is easily deteriorated. Cutbacks, budget cuts, over-tasked employees, poor leadership, lower profits and increased pressure to “do more with less.” Yet attitude is virtually ignored by every company HR and training department. Why? It’s hard to measure the ROI. Pity.

You’ve heard the expression: Attitude is everything.

Let me break it down for you so you can have a better understanding of how “everything” attitude really is:

- Your attitude rules your mood.
- Your attitude rules your self-esteem.
- Your attitude rules your com-

munication.

Your attitude rules your interactions.

Your attitude rules your thought process.

Your attitude rules how you perceive things.

Your attitude rules how you perceive people.

Your attitude rules how others perceive you.

Your attitude rules your service.

Your attitude rules your sales.

Your attitude rules your career.

Your attitude rules your family.

Your attitude rules your life.

In your business, your attitude rules your sales, your service, your communication and internal morale. And at the end of positive attitude in your business is a ton of referrals and a great reputation.

Pretty important, huh?

Well, if your attitude is so important, how come you don’t spend 15 minutes at home each morning building it? Or 15 minutes in the morning when you get to work? What are YOU doing to ensure that every employee gets a daily YES! message?

Here are a few more attitude insights:

- Attitude starts at home with your family.

- Attitude is personal. It’s not about other people or other circumstances. Attitude is ALL about you.

- Attitude is selfish. You do it for yourself FIRST. Then and only then can you give it, or pass it along, to others.

- Attitude is a choice. You are ALWAYS free to choose: How you give value. Doing what you love. Having the right attitude.

- Attitude is a gift and a blessing — self-given and self-imposed. And it is my greatest hope that you discover that truth and bless yourself forever.

Maybe it’s time to invest in attitude training.

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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## It's no time to trip

By John Graham

It happened on Thursday after lunch as I ran up five steps to the office holding a cup of coffee. On the second step, I tripped. Instantly I knew what happened. “Call an ambulance,” I shouted. It was a complete quadriceps tendon tear. This time on the right thigh. Four months later, the surgeon’s final check up with words of caution, “Don’t trip.”

Those words are also good business advice. While “don’t trip!” is a powerful message, it can be ignored, even at a time when it’s easier than ever to take a dive on the second step. When they “trip,” many businesses either don’t recover or remain badly injured.

Yet, their missteps can make us more aware of the dangers and how to avoid them. Here are examples of what to watch out for:

- Never compromise credibility. Yet, companies can’t resist “putting a spin” on their actions, which only makes them look stupid or worse.

Take what Bank of America’s global strategy and marketing officer Anne Finucane said after her company pulled the plug on its \$5 a month debit card charge in the face of a nationwide revolt led by a 21-year-old part-time nanny. “We were too aggressive. We were convinced given the environment, given the reaction, given the mood of the country that it just wasn’t the thing to do,” she told the *Boston Globe*.

This is pure corporate spin, jibberish that should be avoided at all cost. Always protect the company’s credibility, which she could have done by saying, “We made a huge mistake and we’re correcting it. We should have been better listeners. It was a good lesson for BofA.”

- Watch out for the details. Paychex, a national company recently sent its 401(k) plan customers an urgent notice detailing an action they needed to take by a specified date. There was one problem: they neglected to include the contact information. What does that say about the company?

A well-meaning company has a website promoting its annual clothing drive. Unfortunately, the dates of the drive were missing.

A highly regarded insurance company sends out e-mail messages with grammar and spelling mistakes.

Minor matters? Perhaps. But it also fuels the way we perceive companies.

- Saying it doesn’t make it so. Just as more customers are embracing self-check out at supermarkets, other operators are rejecting it. They maintain they want to interact with their customers, particularly in the check-out line. Really? Haven’t they noticed that many cashiers are texting, talking to other employees and yawning? Haven’t they noticed the way they handle the food? Bread and tomatoes stuffed in the bottom of a bag? Why not give customers a choice?

All too often, righteous responses by companies are purely self-serving. In this case, it may be the technology cost that’s the issue, not “personal service.”

- Getting customer-friendly communication right. Who doesn’t dial an 800 customer service number without trepidation, doubt and angst? Between pushing buttons, waiting for the call to be answered, then being transferred when someone comes on the line, repeating the problem and being told to call another number, what’s there to love? For many consumers, it’s more like “anti-service.” Such experiences establish terrible expectations and cause misery for those taking the calls. It’s bad business, no matter how you cut it.

Not surprising, Apple does it differently. Not only do customers have a choice of how they want to communicate with the company, but they can also set the date and time they want to be called, for example. And it works because the calls start off with customers having a positive attitude rather than with anger.

- Getting ahead of yourself can put you behind. Whether it’s announcing a new product, a major event or a new service, it’s dangerous to put cake on display before it’s baked. More often than not, it becomes a problem. The Chevrolet Volt is a good example. Several years of hype for a technological marvel led to extraordinarily high expectations from a company that, at the time, was on the ropes. Then came production delays, dismal sales figures, endless “battery fire” stories, the announcement that GM would buy back Volts and, finally, GM’s president saying the engineers should lop off \$10,000 in costs.

What a negative PR scenario. This isn’t a story about technological failure. GM created the perception that the “old GM” was back doing things the wrong way. It’s another horrible example of getting up to speed before starting the car, a perfect prescription for fostering further doubt about the company.

- Thinking outside the walls. Thinking “outside the box” is an overrated and useless exercise since it rarely occurs except, perhaps, in someone’s fantasy. The real rub is failing to think outside the walls — the company’s walls. Even though Polaroid brought the first digital camera to market, it couldn’t shake off seeing itself as an “instant film” company. That sealed its fate.

Now, Research in Motion, makers of the Blackberry, flirts with a similar destiny as its market share dropped from about 50 percent at the end to 2009 to 9 percent in the third quarter of 2011, according to Canalys, the London-based market research firm, as its attempts to overcome a “push” e-mail preoccupation failed.

Getting it straight starts with getting yourself out from behind the company walls.

- Blindsided by belief. It’s amazing how great companies make such foolish mistakes. In its CEO’s unrelenting drive for Bank of America be the biggest, it swallowed Countrywide Financial at the moment when it was overflowing with toxic home mortgages and continues to suffer the consequences.

Then there’s Netflix, which based its success on the making its customers happy. That went well until it came up with a 60 percent price hike and separated its DVD and video-streaming businesses, only to see 800,000 customers disappear.

Most dramatically, the famed Xerox research lab developed a blazing array of computer technologies in the 1970s — the Alto personal computer, the Ethernet, laser printing and the graphical user interface — but the company, blinded by its imaging process, dismisses them as too risky.

It seems that Research in Motion heads down the same path. So absorbed with its push e-mail mindset, it missed the smartphone phenomenon and may never recover.

How easy it is to trip when we’re blinded by our beliefs.

Unless we pay attention to the dangers inherent in our fast-paced business environment that are waiting to bring us down, it’s easy to trip at the most unexpected moments.

John Graham is a marketing and sales consultant and business writer. He lives in Boston and can be contacted at (617) 774-9759 or [GrahamArticle@gmail.com](mailto:GrahamArticle@gmail.com).



## The 200,000

The American economy registered one more sign of “better than expected” performance in December with the net addition of 200,000 jobs. Financial market players had expected a rise of roughly 155,000 net new jobs.

In addition, the nation’s unemployment rate declined from an adjusted 8.7 percent rate in November to 8.5 percent in December, the lowest level in nearly three years. The current 8.5 percent jobless rate compares to the 9.4 percent rate of one year ago, the 9.8 percent rate of December 2009, and the 7.3 percent rate during December 2008.

The American economy in 2011 recorded its best job creation year since 2006, with the net addition of 1,640,000 jobs. By comparison, the economy added 940,000 net new jobs in 2010.

While the latest data was favorable when compared to the past three or four years, it pales versus what is needed to restore American employment to more traditional levels. The gain of 2.6 million net additional jobs during the past two calendar years has made only a dent in the 8.7 million net jobs lost in 2008 and 2009. The current jobs recovery remains the weakest since the Great Depression.

### Where the Jobs Are

Better employment news was definitely found in the nation’s goods-producing sector. Goods-producing employment rose by 48,000 jobs in December, led by an estimated 23,000 gain in manufacturing jobs, a 17,000 rise in construction jobs, and an 8,000 rise in mining and logging employment.

The rise in manufacturing employment of 218,000 net new jobs during 2011 was the best in 14 years. The mining and logging sector added 89,000 net new jobs last year.

Private sector service providing employment rose by 164,000 jobs in December, led by an estimated 50,000 gain in transportation and warehousing jobs, the largest monthly rise in 15 years. In this case, the seasonal adjustment may be a bit faulty, with an overstatement of job gains in December likely to be offset by a similar reduction in the January report. Extensive job additions by the likes of FedEx and UPS during December to cover sharply higher online retail sales should fall out of the data in January. Such a pattern has occurred the past two years.

Education and health services employment rose by an estimated 29,000 jobs, with health care employment rising by 315,000 jobs in 2011. Retail trade added 28,000 jobs, part of the estimated 240,000 job rise in 2011. Overall government employment fell by another 12,000 jobs during the month, with a calendar year loss of 280,000 jobs.

### 8.5 percent ... or 11.7 percent?

The 0.2 percent decline in the nation’s jobless rate was largely the result of legitimate gains in employment as measure in the “household” survey, as opposed to a big drop in the nation’s estimated labor force. I have noted frequently that the household survey is typically more sensitive to new business startups or the expansion of small firms than is the more accepted “establishment” survey.

Yes, the estimated labor force did decline by 50,000 people — those presumably too discouraged to continue to seek employment. Yes, some of these people could be those who are now leaving the workforce and entering retirement, but damaging hits to investment portfolios of the past four years render this total as presumably quite low.

It remains to be seen whether better news in U.S. job creation in recent months will be met by hundreds of thousands of people reentering the labor force — and pushing the unemployment rate higher unless and until they find a job. The other question is whether discouraged workers will continue to leave the labor force — and push the

nation’s jobless rate to more attractive but largely artificial lower levels.

The *Wall Street Journal* noted in its Jan. 7 edition that a decline in the nation’s labor participation rate — those of working age that are an active part of the labor force — has declined from 66 percent four years ago to 64 percent in the latest report. Were today’s labor participation rate to be at 2007 levels, the nation’s unemployment rate would currently be closer to 11.7 percent!

### The Trivia

- The “underemployment” rate, that which includes the officially unemployed, those working part-time who would prefer full-time employment, and those discouraged workers who have left the labor force but would accept a job if one were offered, declined to 15.2 percent in December from 15.6 percent in November.



Jeff Thredgold

- Average hourly earnings for all employees on private nonfarm payrolls rose by four cents (up 0.2 percent) to \$23.24. However, the gain of 2.1 percent during 2011 trails the estimated 3.0 percent consumer price index rise last year.

- The Bureau of Labor Statistics noted that the unemployment rate, following minimal revisions to prior data, averaged 8.9 percent in 2011, down from 9.6 percent in 2010 and 9.3 percent in 2009. It was still, however, the worst three-year period for high unemployment since 1939-1941. Ouch.

### The Value of Education

No surprise here. An increasingly sophisticated American economy demands and rewards those with skills and solid educational attainment. The unemployment rate for those who did not finish high school was 13.8 percent in December, up sharply from November’s 13.3 percent rate. The unemployment rate for those with a high school diploma but no college dipped slightly to 8.7 percent in December, versus 8.8 percent in the prior month.

The unemployment rate for those with some college or an associate’s degree was 7.7 percent in December, up slightly from 7.6 percent in November. And finally, the unemployment rate for those with a bachelor’s degree and higher dropped sharply to 4.1 percent in December, versus 4.4 percent in November.

### From Here?

Your guess is as good (or better) than mine. The U.S. economy finished 2011 with the strongest quarterly performance of the year. Most forecasts for the fourth quarter are around a 3.5 percent real (after inflation) annual rate. The first half of 2012 is likely to be closer to a 2.2 percent real annual pace.

As usual, no shortage of headwinds will continue to impact the economy, with some having the potential to knock the recovery on its behind. The European situation drags on and on, with little in the way of real leadership.

Oil prices could rise sharply if the Iranian government continues to “saber rattle” about its nuclear ambitions and its willingness to close the Strait of Hormuz. Political games in the nation’s capital between now and the end of February as to whether the payroll tax cut should be extended to the end of the year hold the (unfortunate) promise of damaging consumer and corporate confidence levels again.

It’s always something.

Jeff Thredgold is author of *econAmerica*, released by major publisher Wiley & Sons, and serves as economic consultant to Zions Bank.

## Gearing up for a better 2012

I recently read this excerpt from *Time* magazine: “The U.S. economy remains almost comatose. The slump already ranks as the longest period of sustained weakness since the Depression. The economy is staggering under many ‘structural’ burdens, as opposed to familiar ‘cyclical’ problems. The structural faults represent once-in-a-lifetime dislocations that will take years to work out. Among them: the job drought, the debt hangover, the banking collapse, the real estate depression, the health-care cost explosion and the runaway federal deficit.”

You might be surprised to learn that *Time* issue was from September 1992, but could very well be describing the most recent recession, or the one in 2001-2004 for that matter. All shared common woes, yet all have come to an end. And after this most recent recession, like the ones in the early ‘90s and early 2000’s, pessimism still persists after recovery has begun.

It’s important to remember that much of the wealth that seemingly abounded five years ago was imaginary, propped up by easy credit, a housing bubble and runaway spending. So while times are not as “good” as they were then, some reasons for optimism are beginning to appear.

In 2011, the economy continued its slow rebound and is expected to grow further in 2012. The growth won’t be dramatic, but it will be something more important: real.

Some of the bright spots from last year include an economy that grew by as much as 3.5 percent in Q4 due to holiday spending, according to Moody’s Analytics chief economist Mark Zandi. Debt disaster was averted and the markets, though fluctuating wildly throughout the year, ended largely where they started (or better). And in the last months of 2011, every major indicator of economic health showed significant improvement: manufacturing, sentiment, holiday sales, e-commerce, inflation and employment.

All good omens for 2012, which is expected to bring the following:

**Economic Growth:** Economists predict the U.S. economy will grow 2-3 percent — better than the less than 2 percent growth in 2011.

**Employment:** Current unemployment stands around 8.5 percent, but is expected to decrease by 1 percentage point as companies increase their payrolls by an average of 1.5 percent, according to a Duke University/*CFO* magazine survey. An Associated Press survey of three dozen economists predicts growth of approximately 177,000 jobs per month, compared to 132,000 jobs per month in 2011.

**Housing:** New housing starts will increase, fueled by record low mortgage rates and growth in new household formation. It may take more than this year to stop the foreclosure

bleeding, but Moody’s Zandi believes many of the houses hanging over the real estate market may be cleared out by 2013.

**Banking:** Banking continues to consolidate, with the number of banks reduced from 7,476 to 7,384 in 2011, but most still have money to lend. The Federal Reserve plans to keep short-term interest rates near zero through at least mid-2013, making 2012 a great time for qualified borrowers to build homes and businesses.



Dale Gunther

All of the above is of course subject to global events out of our control, like the debt crisis in Europe or natural disasters like the tsunami in Japan. But if the past two recessions serve as a model, there is reason to believe that 2012 will see accelerated recovery, despite negative consumer sentiment.

This year will be the third year since the recession was officially declared as over. Wells Capital Management points out that during both recoveries that started in 1991 and 2001, year three represented a “Gear Year,” or a year when cultural mindsets (among leaders, businesses, consumers and investors) finally accepted that the economy was improving by moving into a “higher gear.” It was the year when most agreed the recovery was real and shifted their attitudes from cynicism and constant panic to widespread optimism.

And since attitude drives behavior, enhanced economic growth soon follows a gear year. Employers will believe they can hire, invest and expand; the unemployment rate will decrease; households will re-establish income through employment; and households will have more money to put back into the economy. It’s a snowball effect that will happen as soon as media headlines change and people believe the recovery is real and sustainable.

I echo the words of economic analyst Zachary Karabell who recently wrote, “We are not in desperate economic times. But we believe that we are, and that is as paralyzing today as it was when Franklin Roosevelt famously intoned on his inauguration that fear itself is the biggest obstacle.”

Here’s to a 2012 that brings real change in our attitudes and our economy.

Dale Gunther is vice chairman of the board of People’s Utah Bancorp, the holding company for Bank of American Fork, which is an Equal Housing Lender and Member FDIC. At the start of his 16-year tenure as CEO at Bank of American Fork, the bank had two branches and \$80 million in assets; it now has 13 offices and more than \$880 million in assets. This article should not be considered legal or investment advice. Seek legal and investment advice from your own qualified professional.





# Staffing Matters

## Staffing industry outlook for 2012

By Ron Zarbock

The local 2011 business news lines were filled with stories of growth for many Utah industries and large companies with local presence, and the outlook for 2012 for those and other industries looks promising. Before giving a staffing industry outlook, I'd like to comment on our returning veterans that have been serving overseas. Many of those serving in the military have specialized skills and work habits that transfer smoothly into the business world. In addition, the local Department of Workforce Services has developed a number of generous business incentives making it more attractive to hire veterans. For example, the Back to Work and Jump Start programs compensate companies \$2,000 for each hire that fits certain criteria. There are also internship and on-the-job training programs that reimburse business for employee retraining, plus other incentive programs. Please contact your local department of workforce services office for more information. Please don't

forget this valuable resource that has recently become available.

Companies continue to see the value of outsourcing to staffing companies to provide a strong contingent labor force to help them grow. As I noted in an article last year, there are many reasons for this. The *Wall Street Journal* reported that "Temps reward shareholders, a study concludes. The average company sees performance improvements where more than 10 percent of its workforce becomes temporary."

Staffing and recruiting companies are efficient at recruiting, assessing, retaining and managing a labor force. They can also mitigate employer risk and manage proper safety programs for companies. According to the Staffing Industry Analysis Contingent Buyer Survey, 84 percent of the companies surveyed say expenses are lower when using a contingent labor force.

When asked what type of human resource outsourcing is most advantageous from a cost standpoint, between a staffing

agency, an independent contractor, internal temp pool or statement of work/outsourced worker, 56 percent say that the staffing agency is more advantageous.

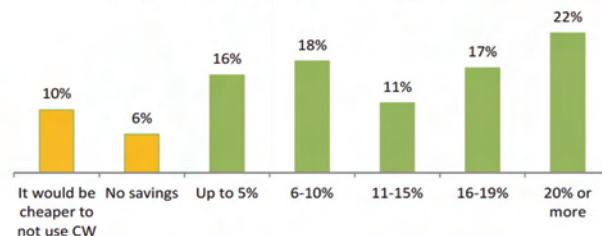
The survey indicated a staffing agency temp is similarly advantageous in other ways also, such as lower legal risk and providing a higher quality of work.

Nationally, staffing makes up close to 2 percent of the workforce overall, and 6 percent of the production jobs. As we begin a new year with promise, and strong and still untarnished budgets and goals, savvy companies are expecting much from their contingent labor force. Remember, don't forget our veterans!

Ron Zarbock is the area owner and manager for Spherion Staffing and Recruiting and Today's in Utah, with several locations along the Wasatch Front. Zarbock has more than 30 years of business experience in process and distribution, automation and workforce solutions.

### Eighty-four percent of buyers saving a bundle

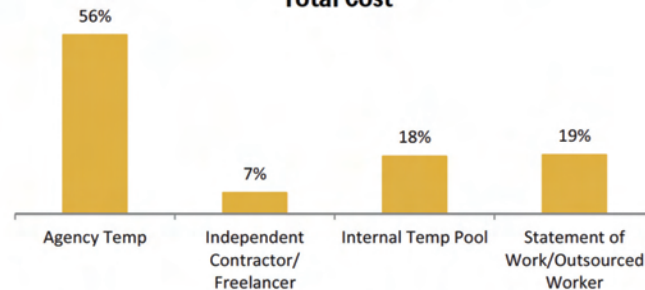
How much do you save from your expense budget from the use of contingent labor?



Source: Staffing Industry Analysts Contingent Buyer Survey ©2011 by Crain Communications Inc. All rights reserved.

### Most advantageous when it comes to cost?

Total Cost



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## • Calendar •

Jan. 17, 7:30-9:30 a.m.: **Kickoff for BNI Chapter No. 34.** BNI is an international referral organization that provides a positive, structured and supportive environment in which businesspeople can exchange quality referrals and network. Utah's newest chapter is called BNI Fusion. Location is Guadalahonky's Mexican Restaurant, 136 E. 12300 S., Draper. Free. For more information, contact BNI Utah executive director Gary Birdsall at gary@utahbni.com or (801) 726-0600.

• Jan. 18, 8:30 a.m.-4 p.m.: **Business Perpetuation Seminar,** sponsored by Bank of American Fork and CEObuilder. Curtis B. Kindred and W. Clark Burt, founding partners of Franchise Development & Marketing Group Inc., will discuss a variety of strategies for business perpetuation, including the use of company reps versus distributors, company-owned outlets and facilities versus franchising and/or licensing, acquisition of competitors, joint ventures and outside investment, and marketing/advertising. Location is the Riverton branch of Bank of American Fork, 2691 W. 12600 S. Free. Register at [www.bankaf.com/events](http://www.bankaf.com/events) or by calling (801) 642-3139.

• Jan. 19, 6-8 p.m.: **2012**

**Annual Construction Forecast Dinner Meeting,** sponsored by Associated Builders and Contractors of Utah and the American Society of Professional Estimators. Keynote speakers will be James Wood, director of the Bureau of Economic and Business Research at the University of Utah; and Glen Beckstead, ASPE, cost estimator for MHTN Architects. Location is the Sheraton Hotel, 150 W. 500 S., Salt Lake City. Cost is \$60 for ABC, ASPE and NAWIC members, \$80 for non-members. Register by calling (801) 708-7036 or e-mailing [abc.utah@abcutah.org](mailto:abc.utah@abcutah.org).

• Jan. 19, noon-1:30 p.m.: **"Small-Business Audits Increase — Get Prepared,"** sponsored by Bank of American Fork and CPA firm Hawkins Cloward & Simister. A Syracuse University study reported in *Forbes* reveals that the IRS has increased small-business audits by 30 percent. Seminar presenters will discuss how to maximize small-business tax deductions while maintaining the required documentation necessary to substantiate them. Attendees will learn of new changes to tax law so small businesses can be prepared if they are selected for an audit. Location is the Bank of American Fork

Financial Center, 6 W. Main St., American Fork. Free. Register at [bankaf.com/events](http://bankaf.com/events) or by calling (801) 863-6435

• Jan. 31, 7 a.m.-noon: **2012 Utah Commercial Real Estate Symposium,** sponsored by the Utah chapters of CCIM & NAIOP. Dr. Sam Chandan, president and chief economist of Chandan Economics, will keynote; local commercial real estate professionals will present industrial, investment, office, multi-use/retail and multi-family/apartment market overviews and Zions Bank will present a Capital Markets Update. Location is the second floor ballroom at the Hilton Salt Lake City Center, 255 S. West Temple. Cost is \$95 for CCIM and NAIOP members, \$125 for nonmembers. Register at <http://bit.ly/2012Symposium>.

• Jan. 26, 8 a.m.-noon: **"The New ADA: Get in Compliance,"** sponsored by The Employers Council. The EEOC issued new regulations implementing the Americans with Disabilities Act Amendments Act that significantly change the landscape of disability discrimination law. It is now easier for workers to qualify as disabled, demonstrated by the fact that disability discrimination claims have increased nearly 30 percent over

the two years since the ADAAA became effective. Plus, the enforcement focus is on employers: Have they met their nondiscrimination and reasonable accommodation obligations? Learn the latest legal developments and how to apply the rules in real-world situations from prominent attorneys Lois Baar and Cecilia Romero with Holland & Hart. Council professionals will also share practice tips for accommodating people with disabilities. Location is the Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$129 for council members, \$209 for nonmembers, and includes materials and a full breakfast buffet. Check-in and breakfast will run from 7:30 to 8 a.m. Register at <http://ecutah.org/2012springada.pdf> or by calling (801) 364-8479.

• Feb. 6, 12:15-1:45 p.m.: **Utah Manufacturers Association Annual Membership Luncheon.** Featured speaker will be Dr. Craig Manning of Griffin Hill, who will speak about "How Manufacturers Can Lead Utah out of the Recession into Prosperity. Combining scientifically proven curriculum with mental strength consulting, Manning works with business leaders, families, athletes and sports teams to help them

develop the winning habits that produce break away high performance. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$40 per person or \$260 for a table of eight. Register with Teresa at (801) 363-3885.

• Feb. 9, 11:30 a.m.: **The Building Owners and Managers Association (BOMA Utah) Outstanding Building of the Year Awards Banquet.** The Outstanding Building of the Year (TOBY) Awards are the most prestigious and comprehensive programs of their kind in the commercial real estate industry recognizing quality in buildings and rewarding excellence in building management. During the competitions, all facets of a building's operations are thoroughly evaluated. Buildings are judged on everything from community involvement and site management to environmental and "green" policies and procedures. Keynote speaker will be Joe Markling, BOMA International's chair-elect. Location is the Little America Hotel, 500 S. Main St., Salt City. Free for BOMA members, non-members pay \$150. Register at [www.bomautah.org](http://www.bomautah.org).

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## LEVEL 2

## Did Reagan raise taxes? Let GOP candidates answer

Politicians and their flacks lie every day, but it is unusual for someone prominent to utter a totally indefensible falsehood like the whopper that recently sprang from the mouth of Eric Cantor's press secretary on national television.

While interviewing the House majority leader, "60 Minutes" correspondent Leslie Stahl suggested that he might consider compromise because even Ronald Reagan had raised taxes several times. Cantor's flack then burst out in protest, saying he couldn't allow her remark "to stand."

The premise of Stahl's perceptive question was perfectly accurate, of course. But the rude Hill staffer is scarcely alone in promoting this super-sized lie about Reagan's tax purity. And it would be worth discovering which of the Republican candidates likewise reject a fundamental truth about their party and its idol.

That video exchange is revealing for several reasons, not least because it shows Cantor trying to

suggest that he was always willing to "cooperate" with President Obama and the Democrats during the current session of Congress. The public's distaste for the obstructionism spearheaded by Cantor and supported by the tea party faction is evident in polling data, which may well worry the ambitious Cantor, who almost openly hopes to depose Speaker John Boehner.

The argument began when Stahl asked, "What's the difference between compromise and cooperate?"

Cantor replied: "Well, I would say cooperate is let's look to where we can move things forward where we agree. Compromising principles, you don't want to ask anybody to do that. That's who they are as their core being."

Then Stahl noted, "But you know, your idol, as I've read anyway, was Ronald Reagan. And he compromised."

Cantor retorted, "He never compromised his principles." And Stahl recalled, "Well, he raised

taxes, and it was one of his principles not to raise taxes."

"Well, he — he also cut taxes," bumbled Cantor, a moment before his press secretary blurted from off camera: "That just isn't true. And I don't want to let that stand."

Over a rolling image of Reagan announcing his 1982 tax increase — sometimes described as the largest tax hike in American history — Stahl notes, a bit mischievously: "There seemed to be some difficulty accepting the fact that even though Ronald Reagan cut taxes, he also pushed through several tax increases, including one in 1982 during a recession," as Reagan intones, "Make no mistake about it, this whole package is a compromise."

In fact, Reagan compromised on many issues, including an agreement negotiated with the late Democratic House Speaker Tip O'Neill to improve the solvency of Social Security for the past several decades. As Timothy Noah explained cogently in *The New Republic* (and not for the first time), Reagan repeatedly raised

taxes in the years following the gigantic, budget-busting 1981 tax cut. Noah quotes former White House and Treasury official Bruce Bartlett, who served under Reagan and wrote a paper last year on "Reagan's Forgotten Tax Record," demonstrating beyond any doubt that the GOP icon raised taxes at least 10 times during his two terms as president and also during his governorship of California. In that paper, Bartlett destroys the mythology of Reagan, which has been made concrete by the right-wing activist and lobbyist Grover Norquist with the "anti-tax" pledge signed by most Republican politicians.

It is understandable that Republican presidential aspirants, including the present crop, would seek to associate themselves with Reagan, a formidable leader who was often underestimated by Democrats. It is understandable, too, that they would emphasize the aspects of his career that appeal to their constituents, and elide the painful episodes of compromise and even disaster that marred his presidency. But in an election

year when every Republican candidate has vowed to refuse any compromise on taxes that will reduce future deficits, the urge to erase history and distort facts must be exposed over and over again — because the lies are so often repeated by right-wing pundits and politicians.

The real history: Reagan was forced to raise taxes because his cuts didn't "pay for" themselves, as the mythology also insists — and he didn't raise taxes enough to avoid a legacy of deficits that only Bill Clinton's 1993 tax increase on the top tier began to remedy. The Bush tax cuts, like Reagan's, set the nation on its current fiscal path, worsened by his multitrillion-dollar misadventure in Iraq. When the Republicans debate again, someone ought to test whether they will acknowledge those basic facts — or whether they will insist on the "big lies" of Republican fiscal stewardship.

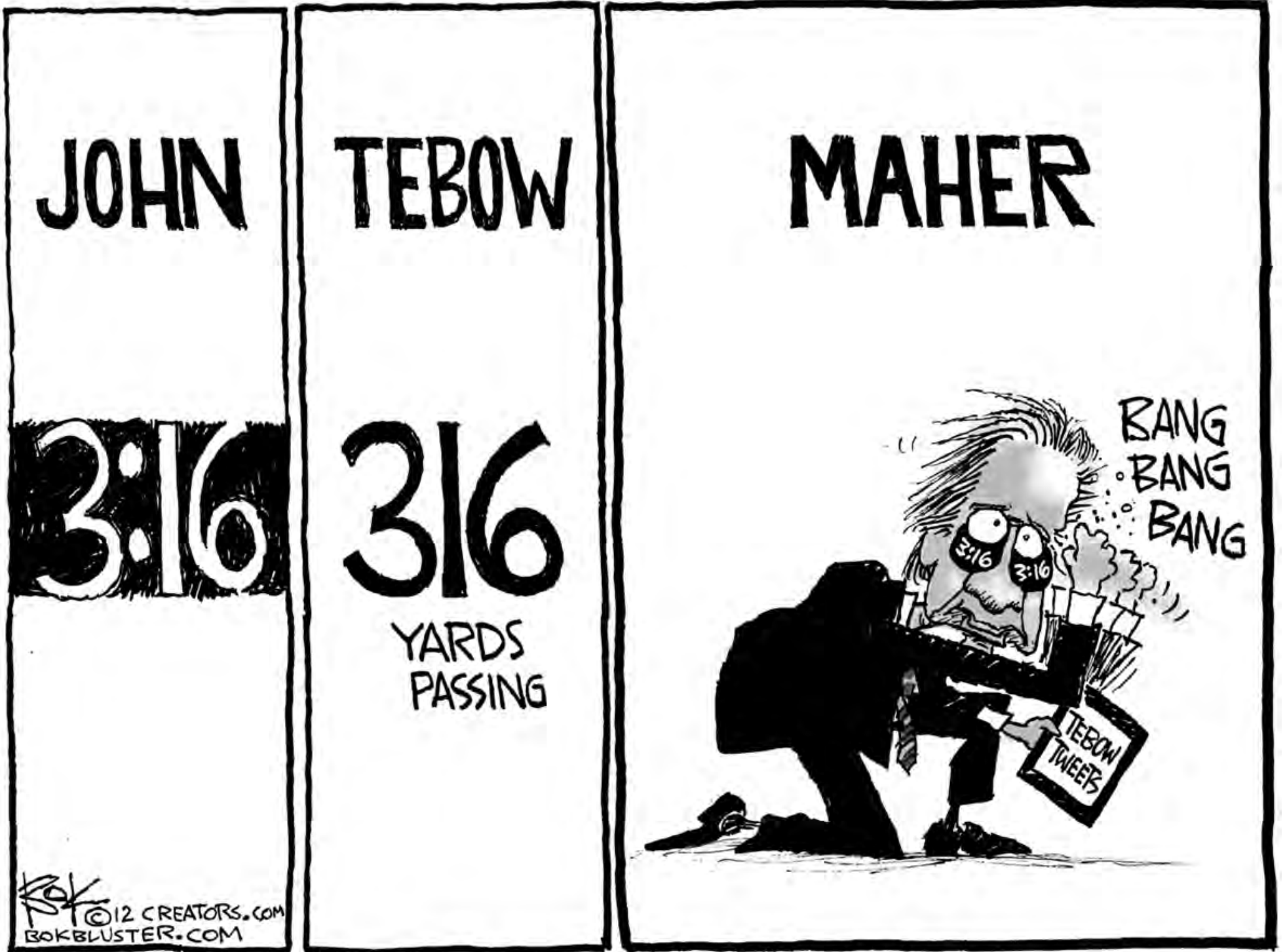
Joe Conason is the editor in chief of NationalMemo.com.

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Joe Conason





## Kodak and the Post Office

The news that Eastman Kodak is preparing to file for bankruptcy, after being the leading photographic company in the world for more than a hundred years, truly marks the end of an era.

The skills required to use the cameras and chemicals required by the photography of the mid-19th century were far beyond those of most people — until a man named George Eastman created a company called Kodak, which made cameras that ordinary people could use.



Thomas Sowell

It was Kodak's humble and affordable box Brownie that put photography on the map for millions of people, who just wanted to take simple pictures of family, friends and places they visited.

As the complicated photographic plates used by 19th century photographers gave way to film, Kodak became the leading film maker of the 20th century. But sales of film declined for the

first time in 2000, and sales of digital cameras surpassed the sales of film cameras just three years later. Just as Kodak's technology made older modes of photography obsolete more than a hundred years ago, so the new technology of the digital age has left Kodak behind.

Great names of companies in other fields have likewise vanished as new technology brought new rivals to the forefront, or else made the whole product obsolete, as happened with typewriters, slide rules and other products now remembered only by an older generation. That is what happens in a market economy and we all benefit from it as consumers.

Unfortunately, that is not what happens in government. The post office is a classic example. Post offices were once even more important than Eastman Kodak, and for a longer time, as the mail provided vital communications

linking people and organizations across thousands of miles. But, today, technology has moved even further beyond the post office than it has beyond Eastman Kodak.

The difference is that, although the Postal Service is technically a private business, its income doesn't cover all its costs — and taxpayers are on the hook for the difference.

Moreover, the government makes it illegal for anyone else to put anything into your mail box, even though you bought the mail box and it is your property. That means you don't have the option to have some other private company deliver your mail.

In India, when private companies like Federal Express and United Parcel Service were allowed to deliver mail, the amount of mail delivered by that country's post offices was cut in half between 2000 and 2005.

What should be the fate of the Postal Service in the United States? In a sense, no one really knows. Nor is there any reason

why they should.

The real answer to the question whether the Postal Service is worth what it is costing can be found only when various indirect government subsidies stop and when the government stops forbidding others from carrying the mail — if that ever happens.

If FedEx, UPS or someone else can carry the mail cheaper or better than the Postal Service, there is no reason why the public should not get the benefit of having their mail delivered cheaper or better.

Politics is the reason why no such test is likely any time soon. Various special interests currently benefit from the way the post office is run — and especially by the way government backing keeps it afloat.

Junk mail, for example, does not have to cover all its costs. You might be happy to get less junk mail if it had to pay a postage rate that covered the full cost of delivering it. But people who send junk mail would lobby Congress to stay

on the gravy train.

So would people who live in remote areas, where the cost of delivering all mail is higher. But if people who decide to live in remote areas don't pay the costs that their decision imposes on the Postal Service, electric utilities and others, why should other people be forced to pay those costs?

A society in which some people make decisions, and other people are forced to pay the costs created by those decisions, is a society where a lot of decisions can be made despite their costs being greater than their benefits.

That is why the post office should have to face competition in the market, instead of lobbying politicians for government help. We cannot preserve everything that was once useful.

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

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