

OF NOTE



Are you happy in your job?

Glassdoor has compiled a list of the 50 cities in America with the happiest employees and Salt Lake ranks fifth, higher than major metropolises such as San Diego, Seattle and Boston.

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Suit seeks to halt *Trib/DesNews* pact changes

John Rogers
The Enterprise

A lawsuit filed last week in U.S. District Court for Utah seeks to suspend and repeal last fall's revisions to the joint operating agreement between *The Salt Lake Tribune* and the *Deseret News*. The suit was filed by a group of former *Tribune* employees calling itself the Utah Newspaper Project. The group claims the changes violate federal antitrust laws and threaten the *Tribune's* role as an independent editorial voice.

Terms of the six-decades-old contract between the papers were renegotiated in

October between the for-profit arm of the Church of Jesus Christ of Latter-day Saints that owns the *Deseret News* and representatives of Alden Global Capital, parent company of the *Tribune's* New York-based corporate owner Digital First Media. Digital First purchased the *Tribune* in 2010 during bankruptcy reorganization of MediaNews Group, the *Tribune's* former owner.

Under the new terms, the *Deseret News* purchased the *Tribune's* share of the West Valley plant where the papers are printed and gets 70 percent of the profits from the newspapers' joint print advertising and circulation businesses, effectively cutting *Tribune* income by almost half. The origi-

nal deal gave the *Tribune* 58 percent of the combined profits. The money from the sale of the printing plant and some real estate holdings — reported at the time to be in excess of \$15 million — was used to pay off debt for the *Tribune's* parent company.

Originally drafted in 1952, the joint operating agreement combines printing, advertising and circulation operations of the *Tribune* with those of the *Deseret News*. Bolstered by the passage of the Newspaper Preservation Act in 1970 that allows news-

see TRIBUNE pg. 5

GOED debates site vs. developer

Brice Wallace
The Enterprise

A state board has endorsed the process for advancing the development of a convention center hotel near the Salt Palace, but



The legislation that paved the way for a new convention center hotel in Salt Lake City calls for the facility to be built in close proximity to the Calvin L. Rampton Salt Palace Convention Center.

not without some disagreement.

The Governor's Office of Economic Development (GOED) board, at its June meeting, backed a plan developed by Salt Lake County that includes selecting a developer for the 800- to 1,000-room hotel before picking the hotel's site. That drew questions and opposition from some board members who believe securing the site should occur first.

Salt Lake County Mayor Ben McAdams told the board that the plan calls for the county to issue a request for proposals (RFP) to select a developer, who then would work with the county and other stakeholders to select a site.

Board member Josh Romney was the most vocal critic, saying he worries that the developer might not be able to secure the best location.

"I think this [hotel] is a great thing for the Salt Lake City. I think it's a great thing for the state," he said. "I'm nervous that we're going to get ourselves in a box by going down this path, that we're going to end up with the wrong piece of ground. ... In my mind, let's get that site, let's tie it up and go from there."

Board member Jake Boyer said he is concerned that "the property owner isn't going to be willing to play ball with the developer that you choose."

But McAdams said several sites "can work." He said he was worried about re-

see HOTEL pg. 4

Blame gas and veggies for CPI May increase

Prices along the Wasatch Front continued a four-month climb in May, thanks to pricier gasoline and a hike in the cost of fruits and vegetables, according to the Zions Bank Wasatch Front Consumer Price Index (CPI) released last week. Prices went up 0.7 percent from April to May locally and have gone up 1.9 percent in the past 12 months.

By comparison, the national Consumer Price Index, released by the Bureau of Labor Statistics, increased 0.3 percent from April to May and has increased 2.1 percent over the past 12 months.

Overall, transportation costs increased 1.9 percent in Utah from April to May as Utahns experienced an expected seasonal increase in gasoline prices. On average, Utahns paid \$3.59 per gallon of gasoline in May, up from an average of \$3.37 in April. Gasoline prices have risen 17 percent over the past five months — up from \$3.06 in December.

Gasoline prices are expected to remain generally steady for the remainder of the summer driving season before beginning to fall toward the end of the summer. The current average price for a gallon of gasoline, \$3.57, is actually down from \$3.62 at this time in May, according to AAA. Nationally, prices have remained steady over the last month as well, with the current national av-

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2013-14 third-best ever for ski industry

Utah's ski and snowboard industry has concluded its third-best winter season ever.

Statistics released by Ski Utah indicate that the 2013-14 season produced 4.16 million skier day visits, up 3.6 percent from the previous year. By comparison, the 2007-08 season was the best ever, with nearly 4.25 million skier day visits.

The most recent season also was the seventh time in the past nine years that the industry saw visit above the 4 million mark.

"If we had had just one more strong early storm system, I have no doubt that Utah would be reporting record visitation numbers this sea-

son," said Nathan Rafferty, Ski Utah president. "Utah's resorts did an outstanding job, both getting the word out on snow conditions and ensuring that guests had exceptional snow all winter with new and upgraded snowmaking systems."

The 2013-14 season was the second consecutive year of skier day increases, up 8.8 percent since the 2011-12 season, which had the lowest skier-day figure for Utah in the past decade, at 3.82 million. The growth this year came despite total season snowfall — 432 inches — being below average for the state.

Nationally, skier day visits were down 1.3 million, to 56.2

million, in the most recent season, with the decrease attributed primarily to a drought and rough start to the season in the Pacific Southwest and Pacific Northwest regions. All other regions experienced increased visit figures.

The National Ski Areas Association defines a "skier day" as one person visiting a ski area for all or any part of a day or night for the purpose of skiing or snowboarding.

Ski Utah is the marketing firm owned and operated by the 14 statewide ski resorts that compose the Utah Ski and Snowboard Association.

UofU study: High dollar CEOs cost their companies money, stock return performance

New research in a study from the David Eccles School of Business at the University of Utah has found that CEOs who receive higher incentive pay often lead their companies to decreased financial performance. Specifically, the study discovered that the highest paid CEOs earn significantly lower stock returns for up to three years.

The study also found that CEOs with an average compensation of more than \$20 million are linked to an average yearly loss of \$1.4 billion for their organizations.

"It has become well established in academic research that businesses are racing to pay their executives more and more," said Mike Cooper, professor of finance at the UofU and lead author of the study. His co-authors are Purdue University's Huseyin Gulen and P. Raghavendra Rau of the University of Cambridge.

"They want to have a glamorous, highly paid CEO," Cooper said. "However, this runs counter-intuitive to what is actually smart business. Businesses should be careful to control overzealous investment and takeover activities of highly paid CEOs if they want to ensure the best financial future for their business."

Using sophisticated statistical analysis, the study creates a deep-

er understanding of the link between executive pay and financial performance and reveals that the more that executives are paid, the more they exhibit overconfidence in their decision-making. This overconfidence leads to increased risk-taking behaviors, such as aggressive mergers and acquisitions, investments in bad projects, and wasteful spending.

The study also found CEOs who receive high pay often have longer tenure and have consistently worse long-term returns by approximately 12 percent, a particularly toxic combination when compared to executives with shorter tenure. Cooper postulates that these managers with long tenure are skilled in negotiating the complicated politics of the boardroom, so they are able to remove any barriers to advancing their agendas.

"Pay contracts should incentivize executives to operate in their firm's best interest," said Cooper. "While this study doesn't prove that increased pay is necessarily bad, it does show there is a link between increased pay and decreased financial performance. Businesses should reexamine how they approach executive compensation and incentives to maximize the financial performance of their business."

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Prudential joins Berkshire group

Prudential Utah Real Estate has joined Berkshire Hathaway HomeServices, the real estate brokerage network operated by HSF Affiliates LLC and is operating as Berkshire Hathaway HomeServices Utah Properties. Prudential Utah Real Estate operates from offices in Salt Lake City, Davis County, Weber County, Park City, Deer Valley and Heber City.

The brokerage is the first in Utah to affiliate with Berkshire Hathaway HomeServices, a brand that now has more than 29,000 agents and 800 offices in 39 states since its launch in September 2013.

Stephen Roney, Utah Properties chairman and CEO, said Berkshire Hathaway HomeServices will help his company grow. "I could not think of a better branding opportunity for our brokerage and agents," he explained. "The brand is inspired by Berkshire Hathaway Inc., one of the world's most trusted and respected corporations, and it's built on a strong

financial foundation. I believe top agents appreciate the value and potential of our brand and will want to represent it."

With the transition, Utah Properties agents gain access to Berkshire Hathaway HomeServices' Global Network Platform plus professional education, business consultation, marketing support and the exclusive Luxury Collection program for high-end listings. "With help from new and effective technology we will strengthen our No. 1 position in the marketplace," said Tom Roney, brokerage senior vice president. "Our talented agents have everything it takes to ensure their clients' premium service experience."

"We are proud to welcome Steve and his terrific Utah Properties team to Berkshire Hathaway HomeServices," said Earl Lee, CEO of HSF Affiliates. "The brokerage is a perennial market leader and fine corporate citizen. It will represent our brand well in the Beehive State."

UTC chief says need for qualified help will continue to dog tech sector

Brice Wallace
The Enterprise

Utah's information technology and clean technology sector continues to grow but will need help meeting companies' needs for qualified, experienced talent.

So says Richard Nelson, president and chief executive officer of the Utah Technology Council, a professional organization that has been pushing initiatives for seven years to address the sector's talent shortage.

"It's a phenomenal story of growth and challenges," Nelson said of the sector's current position.

The most recent statistics available indicate that Utah had 4,486 IT companies and 557 clean tech companies, for a total of 5,043 in 2013. That total is up from 4,745 a year earlier, representing growth of 6.3 percent. Total employment was 69,871 in 2012, or 5.6 percent of Utah's total non-agricultural employment, and grew by 3,737 last year.

Nelson said many companies the past three or four years have grown from about 150 employees to 400 or more. "It's a recurring theme," he said.

"There are several other pockets of high growth around the country, but this is truly a remarkable story about the industry here. You talk about critical mass. We had that entrepreneurial start-up mentality that has proven itself out. But it's not about startups anymore; it's about growing these companies."

Most of the tech jobs, 2,833, are in Salt Lake County, which saw its total rise by 216, or 8.3 percent. Utah County was second with 976, up 48, or 5.2 percent.

Among categories with large growth rates were business-to-

business electronic markets, electronic shopping, software publishers, and Internet publishing and broadcasting and web search portals.

Utah outpaces the nation in the total technology establishments per capita, with 2.1 per 1,000 residents, compared with the U.S. figure of 1.5. Utah also has higher tech employment per capita, with 24.5 employees per 1,000 residents, 21 percent higher than the national figure of 20.3.

"In 2000 to 2003, this industry went through not a Great Recession but a deep depression, and we have survivors," Nelson said. "Back then, we had about 1,600 IT companies versus the 4,500 now. And if you could make it through that period of time, those CEOs and senior execs didn't forget about what it took to get through there. These survivors, 10 to 12 years later, really know how to run these companies. They know how to ramp these up. Many of our companies are experiencing significant growth."

And Utah's tech industry also pays well. In 2012, the average annual wage of \$67,367 was 65.7 percent above the state's average annual non-agricultural wage. The sector represented 5.6 percent of the overall number of jobs in the state, but its total payroll was 9.3 percent of the state total.

Overall tech industry wages grew \$400 million year over year.

"You tell me another sector in this state that is growing \$400 million a year, and these aren't low-paying jobs," Nelson said. "These are jobs, because of the [talent] shortage around the country, where we're paying at national levels to keep talent here. Our talent could go anywhere but they want to stay here, and our companies have graduated to the point that they are willing to pay top dollar for out-

standing, experienced talent."

The "enormous need" for talent is so severe, he said, that some Utah companies are expanding outside the state rather than inside.

"It's getting worse," he said of tech companies' need for qualified employees with relevant experience. "There is story after story, illustration after illustration. It's good news but it's bad news, too," he said.

"The challenge is, how do we continue to fuel the growth of these high-growth, high-performance technology companies? It's all about talent. The talent shortage is so severe.

"We've been working on this long-term, K-20 strategy to increase the talent coming out of the pipeline and it's a long-term haul. You need experience, too, to make those employees valuable. We're now exporting jobs to other states. That's distressing. We're exporting talent to states and metropolitan areas that look like us but they don't have this [industry] boom going on there. You can find talent there easier than here."

Insisting the Utah nonetheless has made more progress than just about another state in the coun-

try in addressing the talent shortage, Nelson said his organization continues to look for ways to excite students from kindergarten through college about the employment opportunities available in the tech sector. The message to students, parents and school counselors is simple: "We desperately need your help."

For the second year, UTC officials have made presentations to 850 school counselors as a way of informing them about the sector, its opportunities and its needs. They're pushing for more students to become aware of the Regents' Scholarship, which has strong academic requirements. And they're trying to boost the number of Junior Achievement volunteers who can "get into the classroom to tell students why this industry and this business is exciting," Nelson said.

The UTC recently got an education victory in the form of the Utah State Board of Education vote to allow an advance-placement computer science course to count as a science class and to de-

sign a higher-level computer science class that will be counted as a core science credit for high school graduation.

Among the initiatives the UTC has supported are some that represent "a quantum leap," Nelson said. They include the Utah Fund of Funds to strengthen financing options for Utah companies and the Utah Science Technology and Research (USTAR) initiative to help with university research and eventual spin-off companies. The most recent bold initiative is a STEM (science, technology, engineering and math) Action Center to prioritize STEM education to develop the state's future workforce.

"Our talent shortage is so complex and so deep and so evolved that no one group in the state can fix it," Nelson said. "We can't incrementally grow ourselves out of this. It has to be quantum leaps. To become a top 10 education state in the country has to be our goal. We've got to do some bold initiatives."

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New Class A building underway

Atlanta-based industrial developer IDI Gazeley has broken ground on Building 1, a 231,770-square-foot, Class A industrial building at the Meridian Commerce Center in Salt Lake City.

Building 1 is a speculative project designed as big-box space with 32-foot ceiling heights. Located just off of Bangerter Highway and California Avenue, construction on the space began during the second quarter of 2014.

"There is great demand for high-quality industrial space in Salt Lake right now, and Meridian Commerce Center is located in an area that is experiencing some of the highest levels of activity within Utah's industrial market," stat-

ed Rad Dye of the Salt Lake office of CBRE, who will oversee the listing. "Because of its proximity to major distribution outlets, the majority of new industrial space along California Avenue is being leased before construction of the buildings has even finished."

Construction of Building 1 is expected to be completed before the end of the year.

IDI Gazeley is a global player in the logistics property sector with 58 million square feet of premier assets and prime land sites that will allow for the development of an additional 68 million square feet of distribution facilities near major markets and transport routes in North America, Europe and China.

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England opens large California depot

C.R. England has announced the opening of a new terminal in Colton, California. The Salt Lake-based trucking firm also unveiled 10 new liquefied natural gas (LNG) trucks to be added to the company's Southern California fleet at an event marking the opening of the facility.

"We are excited about the facilities that we are offering our drivers and staff and we are pleased to be an involved member of the city of Colton," said Brandon Harrison, COO of England. "This new facility will greatly increase the services and amenities that we can provide our drivers in Southern California as well as provide closer access to many of our customers. Our goal at C.R. England is to provide a world-class experience for our employees —

both driver and non-driver and independent contractors. Facilities like Colton help us provide these opportunities."

The 34-acre facility is the second largest C.R. England facility nationwide and will feature a 30,000 square foot maintenance shop with eight service bays and a state-of-the-art truck wash; 18,000 square feet dedicated to a driver resource center including laundry, TV lounge, game room, an exercise facility and driver training facilities; parking for more than 250 tractors and 350 trailers and parking for drivers and employees.

"C.R. England is a strong advocate of sustainable transportation and is aggressively implementing and testing new technology, equipment and training to provide our customers and our

environment with greener transportation," said CEO Zach England. "Although there are still challenges with utilizing natural gas tractors in our fleets, such as equipment costs, maintenance and degradation MPG, we have made the commitment to continually test this equipment and introduce them into strategic areas where the freight and fueling networks fit best."

Founded in 1920, C.R. England Inc. is one of North America's largest transportation companies and the world's largest temperature-controlled carrier. C.R. England service divisions include National, Mexico and Regional Truckload in addition to Dedicated and Intermodal Services.

Unemployment tax rates dropping

Many Utah employers are seeing a reduction in unemployment insurance (UI) taxes, thanks to the health of the state's Unemployment Compensation Fund. Much of the reduction — to the tune of \$35 million dollars in 2014 — comes from automatic downward adjustments when the fund has adequate reserves.

Employers pay into the UI program — administered by the Department of Workforce Services (DWS) — which pays benefits to workers who have lost their jobs. The fund currently has \$738 million, a significant improvement from the \$253 million balance of three years ago. It has taken several years of strong economic growth to replenish the fund.

"This is good news for businesses because they will save money on their UI taxes," said Bill Starks, director of the Unemployment Insurance Division. "But it's also an indicator of sound management of the program here in Utah."

Utah, along with only 15 other states, was able to maintain the fund without borrowing over the last four years. Utah's contribution rate formulas help build up the fund during economic growth to have in reserve in case of an economic downturn. If Utah's economy continues to grow in the coming years, the fund should stay strong, which would then trigger more reductions in the tax rate.

HOTEL

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stricting a developer to a particular location.

"I don't know that there's a clear-cut, only-best-place for this to go. There are multiple sites that have pros and cons. ..." McAdams said. He prefers selecting the developer first then seeing which site "works best."

Boyer countered with a two-pronged approach: selecting the developer while also securing the best sites.

Ultimately, the board endorsed the county's plan. Boyer voted in favor, while Romney, Margaret Lasecke-Jacobs and Cliff White opposed it.

The \$300 million hotel is required to be within 1,000 feet of the Salt Palace, according to provisions of HB356, a measure passed during the most recent legislative general session that spells out elements of the development. Asked about whether eminent domain would be used to secure a site, McAdams said it is "a possibility. ... Nobody wants to do that."

The hotel will be privately built, financed and operated. GOED will be asked to appoint three members to a stakeholder committee overseeing the process and will vote on an incentive — expected to be about \$100 million — tied to the public spaces in the facility, primarily meeting space expected to be about 100,000 square feet.

The idea of a convention center hotel in Salt Lake City has been kicked around for years. McAdams told the board that the city has a "fantastic" convention center as it competes with similar markets, including Phoenix, Denver and Albuquerque, for convention business. The city's "sweet spot" for hosting conventions with about 8,000 attendees, he said.

Still, McAdams said, the Salt Palace, the county's largest asset, is "underperforming" and needing improvements. A survey indicated that of the 100 conventions the city lost last year to its com-

petitors, 29 were the result of not having a convention center hotel, leaving conventions to contract with perhaps 30 hotels and arrange for shuttle service from each of them to the Salt Palace.

"So we know that we are missing out on significant opportunity for visitors to the state because of a lack of a [convention center] hotel," he said.

HB356 calls for an "impact mitigation fund" to help existing hotels hurt by the new convention center hotel. The fund will have \$2.1 million available annually over four years, if it's needed at all.

"I don't want people to think this [hotel] is a definitive negative to the marketplace," said Christopher Conabee, GOED's outgoing managing director of corporate recruitment and business services. "We're going to have it [the fund] for a period of time. It may not be."

McAdams said the new facility could help overall hotel business in the city.

"If we're able to bring in 10 [new] conventions with 8,000 delegates and we have 1,000 new rooms, we believe there's going to be an upside for the surrounding market as well," he said. "It will be a rising tide that lifts all boats."

The legislation also calls for the creation of a fund encouraging visitors to stay longer in the state and to return to Utah in the future.

"We know over 10 years of research, 28 percent of our convention goes ... will come back and bring, on average, 2.4 people with them. So we believe it is long-hanging fruit for us to increase that 28 percent to 30 percent," McAdams said.

"People come here expecting a flyover destination and find out that it's a gem. They want to come back and they want to bring their spouse and their kids back here on vacation. That's the premise of that [fund], that this bounce-back and extended-stay program will be good for the rest of the state, not just Salt Lake County."

Amirsys acquired by Dutch medical firm

Medical software developer Amirsys has been purchased by Amsterdam-based Elsevier Clinical Solutions. The acquisition is effective immediately and financial terms of the transaction are not being disclosed.

"This acquisition bolsters Elsevier's comprehensive set of point-of-decision solutions, providing our customers around the world with a greater ability to improve the quality of care and patient outcomes," said Jay Katzen, president of Elsevier. "In addition, because radiology, pathology, anatomy and their associated content and data-rich images are

foundational elements of other disciplines, we believe Amirsys will improve our ability to better inform diagnostic and treatment decisions across a broad scope of other specialties."

Amirsys products include STATdx; RADPrimer; ImmunoQuery; AnatomyOne; and Amirsys Imaging, Pathology and Anatomy Reference Centers. Amirsys will be integrated with the Elsevier Clinical Solutions suite, which includes clinical workflow and decision support, clinical reference and patient engagement products.

Amirsys will continue publishing new radiology and pathol-

ogy reference texts with Elsevier. Amirsys' new editions and titles, publishing group and world-renowned author teams will complement Elsevier's own portfolio of high quality radiology and pathology titles.

"We are excited to become part of Elsevier's premier suite of clinical solutions," said Paul Scholtes, co-CEO of Amirsys. "Together we address the needs of radiology and diagnostic pathology professionals, hospitals, and physicians' practices whose clinicians must have the best information and technology in order to deliver a quality diagnosis,"



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State part of Avandia suit settlement

Utah, in partnership with six other states, has reached a \$177 million settlement with GlaxoSmithKline regarding the deceptive advertising of the diabetes drug Avandia. The national law firm of Baron and Budd said the amount was much higher for the states than what the states would have received in a multi-state settlement reached in 2012.

In the lawsuit, GlaxoSmithKline, the manufacturer of Avandia, was accused of misrepresenting the safety and efficacy of the drug, specifically stating that Avandia reduced adverse cardiac events, when it actually increased them.

The other states involved were Kentucky, Maryland, Mississippi, New Mexico, South Carolina and West Virginia. Baron and Budd worked with the office of Sean Reyes, the attorney general of Utah, in pursuing the lawsuit.

"These states truly made a wise move to opt out of the nationwide Avandia settlement and, instead, pursue independent litigation," said Russell Budd of the plaintiff's law firm. "We are honored to have represented them."

CPI

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erage sitting at \$3.66, up slightly from \$3.65 at this same time last month. The national average has steadily declined to start the summer driving season in each of the past three years. Pending any major geopolitical concerns, significant refinery disruptions or severe hurricanes, this year is expected to be no different.

Food at home prices moved 1.0 percent higher from April to May due to higher produce and dairy prices. Produce prices in particular have moved substantially higher recently, increasing by an average of 3 percent each month in 2014. Consumers who enjoy fresh produce will likely see a continued rise in produce prices due to the ongoing drought in California. According to a new study released by an agribusiness expert from Arizona State University, California could lose up to 20 percent of its crops this year. California grows over 200 crops and is the primary supplier for a number of high-demand produce items such as avocados, grapes, lemons, melons, peaches, plums and strawberries. The report concludes that fruits and vegetables that are particularly sensitive to water constraints — like avocados and lettuce — could increase as much as 30 percent in price over the next few months. The report's publisher noted that the substantial price jump will likely be temporary,

though, as foreign suppliers will soon be incentivized to ship more crops to the U.S. due to the higher domestic prices. This will in turn increase supply and normalize prices.

In other categories, utility prices rose 4.8 percent from April to May, as electricity providers switched consumers from their cheaper winter rate to their more expensive summer rate. Education and communication prices rose 1.2 percent as college tuition prices moved higher. Medical care prices jumped 0.9 percent behind higher prescription drug costs and food away from home increased 0.8 percent due to higher prices at certain full service restaurants across the state. Housing prices fell 0.4 percent behind significantly lower hotel prices in May and recreation prices decreased slightly, falling 0.2 percent, thanks to lower prices for pets and pet products. Clothing prices were unchanged from April to May. Other goods and services increased 0.3 percent.

"With regard to rising gasoline prices, there is light at the end of the tunnel," said Scott Anderson, Zions Bank president and CEO. "We saw an increase in gasoline prices during the month of May, but more current indicators show that the seasonal price increase is likely drawing to a close, and consumers should expect stable, if not slightly lower, gasoline prices during the next few months. This should help ease the burden of rising prices consumers are experiencing in other areas."

TRIBUNE

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papers to skirt antitrust laws and combine certain operations while maintaining separate editorial voices, the agreement set forth the revenue split between the papers based on relative circulation. Although amended a number of times since its origin, the *Tribune-Deseret News* partnership maintained the profit split based on circulation.

The new revenue split leaves the *Tribune* "in imminent danger of ceasing publication," according to the lawsuit. The Utah Newspaper Project, which also operates under the name Citizens for Two Voices, argues the agreement gives the *Tribune* too little revenue to publish its print edition long-term and also jeopardizes its website that relies on print revenues. The plaintiffs point to a nearly 50 percent reduction of the *Tribune's* editorial staff since the purchase by Digital First as evidence of the effects of the revenue loss.

The group also claims the new deal gives the owners of the *Deseret News* veto power over any potential future purchaser of the *Tribune*. Such rights are inconsistent with the Newspaper Preservation Act's requirement that editorial policies be independently determined, according

to the lawsuit. "The identity of a newspaper's owner is directly related and integral to, and to a significant degree controlling of, a newspaper's editorial policies and priorities," the suit states.

The Utah Newspaper Project sent a letter last year asking the U.S. Department of Justice to review the agreement. Although news reports said the DOJ has interviewed current and former *Tribune* employees, a department spokesperson declined to confirm an ongoing investigation.

Speaking of the renegotiated joint operating agreement, Joan O'Brien, founder of the Utah Newspaper Project/Citizens for Two Voices and a former *Tribune* staffer, said, "The upshot would be the loss of an independent media voice that has served Utah and the surrounding region since 1871. This loss, given Utah's unique culture, cannot be overstated.

"Once a newspaper dies, it can't be resurrected. This is not the outcome envisioned by the politicians who passed the Newspaper Preservation Act decades ago," O'Brien said. "It's safe to say that the Newspaper Preservation Act has not worked. Only a few JOAs are left in the nation. But as the law slips into oblivion, it should not take a newspaper with it. It should not be used to kill a newspaper. It should not be used to kill our *Tribune*."

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Industry Briefs

ARTS/ENTERTAINMENT

• The **Governor's Office of Economic Development (GOED) board**, at its June meeting, approved a pair of motion picture incentives. **Minds i Cinema** was approved for a tax credit incentive of between \$315,000 and \$393,750 for its production of "Dead Wrong," a drama feature film. The production is expected to spend nearly \$1.6 million in Utah. Principal photography is scheduled for Sept. 8-Oct. 10. **Under the Bed Productions LLC** was approved for a tax credit of between \$220,000 and \$275,000 for "Under the Bed," a feature film suspense thriller. It is expected to spend \$1.1 million in Utah, with principal photography scheduled for July 7-Aug. 1.

• **Cinemark Holdings Inc.** has opened a 10-screen, all-digital movie theater in West Valley City. The **Cinemark West Valley and XD** theater is at 2573 S. 5370 W., at 5600 West next to Target. It features the new Cinemark NextGen cinema design concept. It is the company's 17th theater and fourth Cinemark XD (extreme digital) auditorium in the Salt Lake City area. It has 486 theaters with 5,595 screens in 40 states and 13 Latin American countries.

ASSOCIATIONS

• **ISACA**, a global association serving 115,000 information systems (IS) governance, assurance, risk and security professionals in 180 countries, has announced that **Robert Clyde** will serve as international vice president. He joins nine others who were installed to serve on the 2014-2015 board of directors. Clyde is chief executive officer of Adaptive Computing, Provo; former chief technology officer at Symantec;



Robert Clyde

and former founder of Clyde Consulting LLC.

BANKING

• **CCBank (Capital Community)** has hired **Mary Foster** and **Todd B. Lewis**. Foster is lending compliance officer and CRA Officer. She will develop, administer and monitor programs for compliance with laws, regulations and rules governing lending operations and loan product offerings. Foster has more than 25 years of experience in banking, including branch management, lending, sales, deposits and operations. Lewis has joined the Provo office as vice president/



Mary Foster



Todd Lewis

commercial loan officer. He will pursue bank relationship solutions for commercial, SBA/small-business and real estate financing needs. He has more than 10 years of experience in investment; acquisition and development; and commercial, construction and residential lending, as owner of Cascade Finance Inc. He worked directly with the Small Business Administration, banks and investment funds as commercial loan officer for First Colony Commercial/First Capital Commercial. He is a graduate of Brigham Young University.

ECONOMIC INDICATORS

• **Exports from Utah** in April totaled more than \$1 billion, down from \$1.54 billion in April 2013, according to statistics released by the World Trade Center Utah. Primary metals accounted for \$374 million, or 35 percent, of the state's exports for the month. Hong Kong was the most popular destination for imports, at \$307 million, which was down from \$408 million a year earlier. For 2014, through April, Utah's total exports were \$4.146 billion, down from \$5.869 billion in the same period in 2013.

MANUFACTURING

• **Premier Plastics Inc.**, Salt Lake City, is hosting a **3D Digital Design Contest** for Utah college and high school students in engineering programs as part of its 25th anniversary celebration. Students will create a 3D digital design with the goal of being printed on Premier Plastics' high-tech 3D printer. Winning submis-

sions will be printed and displayed at the company's anniversary gala in July before being returned to the students. Scholarship amounts of \$1,000, \$500 and \$250 will be awarded to winners from both the college and high school divisions.



RECOGNITIONS

• **Staples Inc. and Packsize International**, Salt Lake City, jointly won the "Gold Sustainability" top honor from the World Packaging Organization during the 45th annual WorldStar Packaging Awards competition held during the Interpack trade fair in Dusseldorf, Germany. The competition was open to entries that had won recognition in an approved regional or national competition during 2013. The combined Smart-size Packaging nomination won the qualifying AmeriStar award in June 2013 and subsequently a WorldStar award last November. Staples' Smart-size Packaging, developed by Packsize, results in more than 15 percent less corrugated packaging used, approximately 60 percent less void fill and an improvement in less-than-full-case average cube utilization by 20 percent. By implementing the packaging, Staples also reduces its annual carbon footprint by more than 25,000 metric tons annually.

RESTAURANTS

• The **Equiwest Hospitality Group** has taken over the former **Sonny Bryan's** location at 222 S. Main St., Salt Lake City, and transformed it into its newest concept, **Salt Flats Grill & Taproom** - "Burger - 'Wiches - Brews." It offers handcrafted burgers, sandwiches, salads, bar bites, locally crafted beers and full liquor service. It also is open for breakfast. It is the fourth EHG restaurant, along with **Bistro 222**, also in the 222 Main building; **Boulevard Bistro** in the Foothill Village Shopping Center; and **Toscano** in

Sandy, which is preparing to relocate to a new freestanding building at the 11400 South/State Street intersection next month.

RETAIL

• **Walmart** has opened a **Walmart Neighborhood Market** at 3555 S. 8400 W., Magna. It will employ up to 95 people. Its size of roughly 41,000 square feet is about one-fifth the size of a Walmart Supercenter. Store manager **Dennis Jackson** began his Walmart career in 1983 as an hourly associate. The Magna store is the second of five new Neighborhood Markets planned for the Salt Lake City area. A store opened in Provo in April and one in Pleasant Grove is scheduled to open later this summer. Stores in Riverton and Herriman are scheduled to open in early 2015. There are about 300 Walmart Neighborhood Market stores nationwide.

• **TRA Snow and Sun Inc.**, American Fork, has promoted



Taea Hall

Taea Hall to marketing manager. She will be responsible for managing and developing website content; managing search engine optimization, website, social media, printed and online literature; and creating innovative and effective marketing programs. Hall has been with TRA since July 2013 and previously managed the front office.

• **TitleMax** has opened its 17th store in Utah at 935 W. North Temple, Salt Lake City. It offers individuals with little, no or even bad credit, the opportunity to get a cash loan up to \$10,000 based on collateral, not credit history. It opened its first Utah location in December 2013. Since its inception in 1998, TitleMax has grown to more than 1,350 stores in 16 states.

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RURAL UTAH

• The **Governor's Office of Economic Development (GOED) board**, at its June meeting, endorsed a pair of Rural Fast Track Grants. **Miller's Welding** will receive a grant of \$50,000 to relocate to a previously unoccupied building in Huntington. The funding will be used to buy the building and land and renovate the building. As a result of the \$152,000 project, the company expects to hire three people. **Wild**

West Retreat was endorsed for a \$50,000 grant for relocating to a previously unoccupied building in Escalante. The \$225,000 project involves the building's renovations. The company expects the project to result in two additional full-time positions.

SERVICES

• **PwC US** announced that **Doug Arvseth** will be admitted into the firm's partnership, effective July 1. Arvseth will serve as a tax partner in PwC's Salt Lake City office, where he will be responsible for supervising the day-to-day tax compliance and consulting needs for a wide range of public and privately held companies. Arvseth has more than 12 years of public accounting experience. He worked in the firm's Washington, D.C., office prior to relocating to the Salt Lake City market in the fall of 2008. He has advised public, private and closely held business clients in such areas as income tax; partnership taxation; mergers and acquisitions; cost segregation studies; accounting methods; and federal, foreign and multi-state taxation. His education includes graduating from the University of Utah, where he earned both a bachelor's and master's degree in accounting.

• **Needle**, Salt Lake City, has hired **Amy Heidersbach** as its new senior vice president and chief marketing officer. Heidersbach has more than 20 years of client and agency-side marketing experience. She previously led a variety of consumer, developer, partner and merchant marketing teams at eBay Inc. and was head of marketing for PayPal's enterprise and retail solutions business unit. Prior to eBay Inc., Heidersbach spent five years at Visa in various leadership roles.

SPORTS/FITNESS

• **Legends Boxing**, Lehi, has named **Julie Jakob** as chief executive officer. It is her first leadership role in the fitness industry. She has more than 30 years of business and marketing experience. She began boxing with Legends less than a year ago.

see BRIEFS next page

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CASE
CONSTRUCTION

Utah's new benefit corporation law allows earning - and caring

As humans, we work hard to balance our lives, focusing on serving, building our communities and spending time with family. We know that money alone is not the end goal. There is often a disparity, however, between our personal lives and our business ventures. I've often asked myself, "Why can't businesses focus on profitability and improving the world? Why are businesses required to 'maximize shareholder value' above all else?"



DAVIS SMITH

A few months ago, I returned to Utah after living in South America, where I built a successful start-up. I have spent the last 10 years as a serial entrepreneur and have found that I love building businesses. However, I have long felt that something was missing. When it came time to return to the U.S., I knew that my next business would focus not only on profits, but also making a positive impact.

My first day back in the USA, I began meeting with investors in Silicon Valley and New York. Without exception, they loved my vision of building an outdoor gear brand with a humanitarian mission. I had recently heard about a new type of business entity called the benefit corporation (sometimes referred to as a B-Corp), so when it came time to incorporate, I elected to become one of Delaware's first public benefit corporations — likely the first registered benefit corporation to be headquartered in Utah.

Why didn't I incorporate here? It simply wasn't an option. Utah hasn't yet passed benefit corporation legislation. Fortunately, there is a movement afoot that will put Utah in an elite group of states that recognize benefit corporations.

During the recent legislative

session, SB133 saw tremendous bipartisan support and was unanimously passed by both the Senate and the House. The bill introduces benefit corporations to the state of Utah and makes it easier for socially-minded corporations to flourish. Chief sponsor Sen. John Valentine, co-sponsor Sen. Pat Jones and House sponsor Rep. Keven Stratton pushed the bill to passage and the governor signed it. I testified in support of this bill, along with a handful of other business and community leaders, with the hope of helping Utah become a pacesetter for benefit corporations.

So, what exactly does a benefit corporation do? A benefit corporation is a new type of business that allows for-profit entities to pursue social and environmental goals, along with their focus on maximizing profit. There is no tax advantage to incorporating as a benefit corporation — it is taxed exactly like its for-profit counterparts. However, directors are not limited to focusing solely on their bottom lines. With a benefit corporation, they also have the freedom to prioritize their social and environmental impact.

Why does Utah need benefit corporations? First, there is wide consensus that consumers prefer to support companies involved in social good, e.g., Ben & Jerry's, Warby Parker and TOMS Shoes. Second, we are losing businesses to other states that already offer a benefit corporation election. Third, Utah benefit corporations will put money back into our communities. Finally, benefit corporations are the corporate governance architecture of the 21st century, and no state is better prepared to lead this movement than Utah.

I'm a believer that capitalism will continue to be a solu-

tion to the world's problems in the 21st century, but commerce needs to evolve. As business leaders, we must do more for people and the planet. As consumers, we should demand more of corporations, sup-

porting companies that do good. It is time for us to live balanced lives and support balanced businesses. My hope is that benefit corporations will help us do just that.

Davis Smith is the founding CEO of Cotopaxi, a new outdoor gear and apparel brand with a social mission. He was previously the co-CEO and founder of Baby.co.br in Brazil.



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BRIEFS

from previous page

TECHNOLOGY/LIFE SCIENCES

• **Remedy Informatics**, Salt Lake City, has hired **Dan Baker** as senior vice president of sales. Baker has more than 15 years of sales leadership experience in the healthcare IT industry, working with Electronic Health Records (EHR), practice management software, population health solutions and data analytics.

• **AtTask Inc.**, Lehi, has hired **Steven ZoBell** as chief technol-

ogy officer and member of the executive leadership team. ZoBell will lead the AtTask engineering and IT operations organizations and work closely with the product and operations teams to ensure that the technology platform is evolving.



Steven ZoBell

ZoBell has more than 20 years of experience, previously working as chief product and technology officer at ADP AdvancedMD and as chief technology officer at inContact.

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You can't afford to ignore the present; it's where your sales are!

My sales perspective flies in the face of traditional selling. And it's not just a disruption; it's the new way of sales. What's your perspective?



Here are seven realities to get your thinking started:

FIRST REALITY: Traditional selling is aggressive — telling, pitch-

ing, manipulating and closing. This old-world approach to sales is over and has been for more than a decade.

SECOND REALITY: The first sale that's made is the salesperson. If the prospective customer does not buy you, they're not buying anything.

THIRD REALITY: The customer is as smart or smarter than you are. The Internet has provided them with competitive savvy and social media has provided proof.

FOURTH REALITY: Your customers and prospects are busy

with THEIR stuff and may have little or no time to be bothered by you and your stuff. It's so much more powerful when they find you in time of need.

FIFTH REALITY: Customers and prospects want intellectual engagement about how THEY WIN, not a sales pitch. They do not care about your urgency to make quota. They only care about their urgency to make profit.

SIXTH REALITY: The prospective customer must perceive value in your sales offering, trust you as a person and as a company,

perceive that they win as a result of purchase and be able to visualize outcome after purchase (maybe with the help of your video testimonials).

SEVENTH REALITY: You better have a social presence and a social reputation that proves your worth to others and provides peace of mind to the prospect.

Look at the following list carefully and see if what you do, the actions you take or any of the strategies about how you sell are contained here. If they are, you will consistently lose to the "new

way."

- Cold calling. If selling has a dark side, it's the cold call. Total interruption of others (the prospect) and predominantly a waste of salespeople's time. Higher than 90 percent rejection rate and the major cause of sales failure.

- Hunting and farming salespeople. This is basically a sales specialist making a sale and then running away. Leaving behind the service department, or inside sales, or the delivery guy and the customer to feel deserted. Hunting and farming is the worst case for relationship building ever created.

- Find the pain. Perhaps the rudest of all sales processes — it's "probing" to make prospects feel uncomfortable. This is an old-world tactic where the salesperson miraculously proposes a solution to an issue that the prospect has. The solution is not the issue. The issue is that finding the pain is the focal point of the sale. No value, no engagement, no connection — simply manipulation. The only thing more idiotic (and more rude) than "finding the pain" is cold calling.

- Pitch the product. Telling your prospective customer stuff about your product that they could've found online in three seconds or that you could've emailed them in advance of your meeting. Customers do not care what you're selling unless you're showing them how they win as a result of purchase, such as how they will produce more and how they will profit more. Start there.

- Overcome objections. "Your price is too high." Really? You still dealing with that? Where's the value? Where's the testimonial? Where's the relationship? Where's the trust? Where's the social proof?

- Close the sale. Manipulative closing is a thing of the past. The sale is made emotionally, not manipulatively.

- Proposals and bidding. This part of selling will never go away but can be significantly reduced with loyal relationships and proven quality.

- Insincere followup. Call looking for money.

- Customer satisfaction. J.D. Power and Associates gives "customer satisfaction" awards to airlines. Do I need to say anything more about how ridiculous customer satisfaction is?

- Ask for (beg for) referrals. If you ask for a referral once and the customer does not give you one and you call again reminding the customer that they promised to give you a referral and the customer still does not give you one, they will never take your call again. Instead of asking for refer



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Calendar

June 23, 9 a.m.-2:30 p.m.

Job Fair, presented by the Sandy Area Chamber of Commerce, in partnership with ApplyUtah.com and KSL Jobs. Location is Southtowne Expo Center, 9575 S. State St., Sandy. Online job fair takes place June 23-July 31. Details are at <http://www.sandychamberjobfair.com/>.

June 24, 8-9:30 a.m.

“EY Capital Confidence Barometer,” a Utah Technology Council (UTC) event. EY partners will discuss information in its latest “Capital Confidence Barometer” report and considerations most relevant in determining a capital agenda strategy. Presenters are Tom Moore, transaction advisory partner at EY, and Tracey Ridgway, transaction tax partner at EY. Location is EY, 178 S. Rio Grande St., third floor conference room, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details are at www.utahtech.org.

June 24, 8:30-10 a.m.

“Protecting Your Intellectual Property Rights,” a World Trade Center event. Ken Horton of Kirton McConkie will discuss obtaining and protecting intellectual property rights in the United States and globally; best practices and common mistakes; remedies for counterfeiting, piracy and trade secret theft; law enforcement resources for IP protection and enforcing IPR in the U.S. and abroad; and patents, trade secrets and obtaining/maintaining trademarks and copyrights. Location is World Trade Center Utah, 60 E. South Temple, Salt Lake City. Free. RSVPs can be completed at agiama@wcut.com or by calling (801) 532-8080. Details are at www.wcutah.com.

June 24, 11:30 a.m.-1 p.m.

Women in Business (WIB) Luncheon, a Sandy Area Chamber of Commerce event. Lynda F. Jeppesen, senior vice president of human resources at the Larry H. Miller Group of Companies/Miller Management Corp., will discuss “Different Strokes for Different

Folks: The Five Behaviors of a Cohesive Team.” Location is The Gathering Place, Gardiner Village, 1100 W. 7800 S., West Jordan. Cost is \$20 for members, \$25 for nonmembers. Details are at sandy-chamber.com.

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

“Lawfully & Strategically Managing Employees’ Return from Workers Comp Leave,” presented by The Employers Council. Part of the 2013-14 Legal Breakfast Briefing Series. Speaker will be Elliot Morris, an attorney at the Workers Compensation Fund. Location is Radisson Hotel, 215 W. South Temple, Salt Lake City. Cost is \$95 for council members, \$130 for nonmembers. Registration can be completed by email at info@ecutah.org or (801) 364-8479.

June 25, 3-5 p.m.

“Leadership for Business & Life: How Personalities & Communication Affect Production,” a Salt Lake Chamber event. Event will feature a discussion about understanding the dif-

ferent personality styles within an organization and how this affects communication and leadership within an organization. Location is the Women’s Business Center, 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake City. Cost is \$10. Details are at slchamber.com.

June 26, 4-6 p.m.

Utah Technology Council (UTC) Summer Open House. Networking event will feature information about how Pluralsight is helping address the current talent shortage. Location is Pluralsight, Station Park, 180 N. Union Ave., Suite 200, Farmington. Free. Details are at www.utahtech.org.

June 26, 5-7 p.m.

Business After Hours, a Sandy Area Chamber of Commerce networking event. Features Meiers BBQ, watching the Hunter jumping horses and entertainment by the Hired Guns. Location is Salt Lake County Equestrian Park, 2100 W. 11400 S., South Jordan. Free for members. Details are at sandy-chamber.com.

July 28-August 1

Fifth Annual Extraordinary Leadership Summit. Event will feature best practice presentations by leadership development executives from Celgene, Deloitte, DirecTV, Renault, Sony PlayStation and the state of Minnesota. Zenger Folkman’s leadership development programs will also have a featured role. Location is The Chateaux Resort Deer Valley, 7815 Royal St., Park City. Details are at <http://zenger-folkman.com/extraordinary-leadership-summit/>.

August 21, noon-1:30 p.m.

“Success is an Inside Job: Discovering the Proven Success Disciplines of High Achievers,” a Utah Technology Council (UTC) event. Speaker will be Tiffany Peterson, speaker, international coach and founder of The Lighthouse Principles. Location is Thanksgiving Point, Garden Room, 3003 N. Thanksgiving Way, Lehi. Cost is \$45. Details are at www.utahtech.org.

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not **Strictly Business**

Alaska Airlines makes move on Salt Lake City in a big way

Alaska Airlines has apparently decided to move into Salt Lake City International Airport in a big way. Meanwhile, their invasion is on the heels of Southwest Airlines downgrading its presence in a significant way. All destinations from SLC have had service drastically reduced, or in some cases eliminated, by Southwest. To get to Boise on one of their fair airplanes, for example, you have to go through Denver, Las Vegas or Oakland. It's also interesting to note that Alaska is now touting itself as "the low-fare leader," a moniker that once belonged to Southwest.

Since the merger with Airtran, Southwest has actually been focusing on the southeastern United States, along with Mexico and the Caribbean. They have reduced flights from Salt Lake City significantly. For example, they now have only three nonstops a day from SLC to Los Angeles, and their other flights to LAX stop in Las Vegas or involve a change of planes in Oakland, Phoenix or even Denver.

But the real inside story behind the the big push from Alaska Airlines into Salt Lake City involves Delta Airlines. Alaska's home base is Seattle and Delta, with its Northwest merger, has decided to make Seattle a major hub with a focus on travel to Asia. They have also instigated a huge push for corporate travel, offering big discounts and perks for using Delta or one of its travel partners, and punishing those corporations with fewer perks and Skymiles and higher prices if that company uses other airlines. The complicating factor is that Alaska and Delta still have

a codeshare agreement, but regardless, Alaska apparently wants to retaliate for the Delta move to take over Seattle.



DON SHAFER

It's almost like an Alaska blitzkrieg. Here's a quote from latest edition of the their website (www.alaskaair.com): "Alaska Airlines is pleased to announce that we're bringing even more flights and low fares to Salt Lake City. Explore more with new nonstop service from Boise, Las Vegas and San Francisco."

Alaska began service between Salt Lake and Seattle with two nonstops in each direction on April 4, 2013, but it adds a third this June. This month they will also start two nonstops daily to and from Portland, San Diego and Las Vegas, plus once-a-day nonstops to and from Los Angeles, San Francisco, San Jose and Boise.

The round trip prices for those flights are the lowest I've seen in several years: Los Angeles and San Francisco, \$158; San Diego, San Jose and Portland, \$178; Boise, \$130; Las Vegas, \$138. And, if you want, they will give you one-way tickets for exactly half of those fares. Fantastic!

And to add to the thrill of getting these low fares, this has pushed other air carriers into also lowering fares to those destinations. In the case of Delta, which has service to five airports in the Los Angeles area (LAX, Long Beach, Burbank, Ontario and John Wayne in Orange County),

see **SHAFER** pg. 12

Innovation, reinvention and leadership are subjects of this month's business reads

Each month Jack Covert, founder of 800-CEO-READ, reviews the best recently released business books. Jack is also the coauthor of *The 100 Best Business Books of All Time*, recently updated, expanded and released in paperback. 800-CEO-READ is a leading direct supplier of book-related resources to corporations and organizations worldwide and specializes in identifying trends in the changing business market. For more reviews, visit <http://blog.800ceoread.com/category/jack-covert-selects/>.

F.I.R.E.: How Fast, Inexpensive, Restrained, and Elegant Methods Ignite Innovation by Dan Ward, HarperBusiness, 240 pages, \$28.99, Hardcover, May 2014, 9780062301901

There is an immediate sense, as you begin reading *F.I.R.E.*, that author Dan Ward knows exactly who he is, what his message is, and to what type of reader his book is going to appeal. As such, there is a confidence and conciseness to his book that inspires a kind of instant camaraderie. And that camaraderie allows him

to make what seem at first to be some counterintuitive points about the creative process.

"The idea that spending less time and money leads to better outcomes sounds a bit like

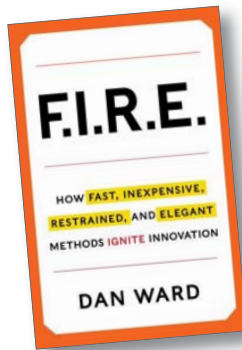
claiming that moderate amounts of red wine and dark chocolate are good for you. Surely this is too good to be true. And yet, as with the aforementioned health benefits, the data is compelling."

The acronym FIRE stands for Fast, Inexpensive, Restrained and Elegant, a method which found its genesis in Ward's U.S. military career as an equipment engineer. His approach is intended to counter the more common philosophy that more money and more time devoted to a creative project can guarantee a better product. Ward believes that a commitment to economy in terms of speed, cost, effort and complexity helps people and organizations make better decisions and design better products and outcomes.

The opposite of complexity, Ward tells us, is elegance. "Embracing elegant simplicity means designing our organizations and processes with simplicity in mind. It's about stating our goals clearly and incorporating mature, proven technologies into our designs. True sophistication, true design maturity, and true process maturity are shown through deep simplicity, not through brain-meltingly complex diagrams and structures. In other words, complexity is nothing to brag about."

The value in this book is in its simplicity — its elegance. Though many of Ward's anecdotes and experiences are based on the military (with a delightful dose of *Star Trek* and an adaption of the show's "Prime Directive" thrown in), the application of his advice is actionable by anyone with an interest in innovation.

see **COVERT** pg. 12



June 2014		
19	20 Children's Justice Center 8am Shotgun	21
26	27	28 Ladies Pin-Seeker (June 28) 1pm (June 29) 8am
July 2014		
3	4 POW WOW UBIC 8am Shotgun	5 Utah Chapter Pow Wow 8am Shotgun (July 5) 2pm (July 6) 8am Couples
10	11 JR API 4pm Shotgun	12 Kids In Crisis 8am Shotgun

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Are you, your business and your golf game all playing under par?

Right in the middle of one of the worst economic periods in American history, the American people saw over 2,900,000 new millionaires created in 2010 alone. How did this happen?

Ten percent of Americans are considered abundantly successful people. They most always work smart and they most always use leverage to their advantage and, what's more, they most always have a strategy consistent with their passion and purpose. The remainder of Americans are programmed to rely or depend upon an 8-5 job — trading time for money.

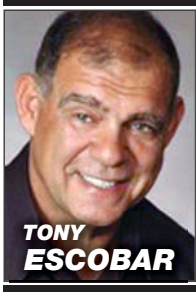
If it's your desire to become abundantly successful, remember this: There is always plenty of

room at the top for you.

The way to become abundantly successful in your business is for you to commit to becoming abundantly successful and having faith that you can become abundantly successful.

So, begin your journey right now by seizing an opportunity — not tomorrow, not next week but right now, this very second.

I have often wondered why so many people are waiting for their ship to come in and why so many people are disappointed when it doesn't. Don't they understand that for their ship to come in they have to send one out? The docks will waste away and rot before their ship comes in if they haven't sent one out.



TONY ESCOBAR

You must never lose focus of the fact that you belong to a bonafide profession where success is everywhere. It's all around you. To excel at any profession, you need to develop and perfect your skills and talents, even those you have yet to discover.

I often like to compare a round of golf to my business. For example, if you look at a weekend golfer who scores a consistent 100 for an 18-hole round, he will probably have about the same number of clubs in his bag as a professional golfer on the PGA tour, which is the legal 14 clubs.

The difference in talent between the two, however, is quite profound. The pro, for example, has perfected his 14 clubs and has mastered the game — especially his game. If you look at the golf bags of both golfers, they will

have a putter, a driver, a 3 wood, perhaps a 5 wood. They will also have irons 1 through 9. They may also have pitching wedges.

Every club in their bags is designed for certain distances and specific purposes. To become skillful and successful at golf, you not only have to have to master and perfect all 14 clubs but you must master the golf course itself.

Of course, you will have golf balls to hit and a towel to wipe the sweat off your brow and perhaps a few drinks in the cooler.

If you were to compare your business with your golf game, your business would simply represent your golf bag with everything you need in it. The golf balls would represent your attitude and passion for your business. Without the golf balls, of course, there would be no game of golf, or in this case there

would be no business for you.

Let's take a look at the clubs in your bag. Your driver would get you off to a quick start and cover a lot of ground. It would represent your ability and skill prospecting for good people, finding sales opportunities and sharing your story behind your business.

Your 3 wood would symbolize persistence and perseverance whereas your 5 wood would be a symbol of your commitment to knowledge and wisdom or in other words, learning as much as you can about your business, your industry and the people in it.

Your 1 iron is, of course, the hardest club in your bag to hit. This is why it represents the courage you have to talk to people and to take a risky shot — doing what

see **ESCOBAR** pg. 12

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COVERT

from page 10

The Road to Reinvention: How to Drive Disruption and Accelerate Transformation by Josh Linkner, Jossey-Bass, 256 pages, \$27.99, Hardcover, May 2014, ISBN 9780470923436

You don't have a choice on whether or not your industry will be disrupted (hint: it will be). But you do have a choice on whether or not you're going to be one of the disrupters. It's a lesson Josh Linkner knows well, because he has made it his business (or rather, businesses — he has “founded, built, and sold four technology companies for a combined value of over \$250 million”) to be one of those disrupters.

His new book, *The Road to Reinvention*, teaches you how to be one, as well—whether you're a *potentially* disruptive startup or an established industry player looking for ways to reinvent your company to stay not only relevant, but resilient. The reinvention, Linkner makes clear, doesn't always come in the form of new products or technology. Sometimes it's a small, but fundamental shift in a company's culture or service. Indicative of the atypical examples you'll find illustrating the lessons in the book, Linkner turns to an acclaimed restaurant in midtown Manhattan, Sushi Yasuda, to make the point:

“Employees of Sushi Yasuda are paid full salaries with benefits, vacation days, sick leave and health insurance. As of 2013, tips are strictly forbidden. The pay structure drives morale, reduces turnover and improved overall customer service. Yasuda also enjoys another win too: customers appreciate the removal of the tipping process and also respect that the establishment cares for its staff.

“Prices are now higher at the restaurant but the cost to the cus-

tomers is the same because they no longer have to tip the server. The servers have more stability and dignity in their job and the cost to the restaurant is zero.

A native Detroit'er, Linkner also weaves the story of that city into the fabric of the book, describing how a small fur trading town “went on to reshape the rest of the world by providing the manufacturing processes that helped...build American prosperity for decades to come.” While he tells the now familiar story of Detroit's failure to reinvent itself as industries left or vanished altogether, he also illustrates what residents are doing now to reinvigorate his beloved hometown.

As you're reading, Linkner's focus on the human agency in all of these changes will remind you that this is fundamentally a story about people — as all organizations are — and that we all have a part to play.

“Organizations are far more than brands, factory equipment, and balance sheets. The raw materials in this knowledge age are people, and these individuals can create either art or havoc.”

With a little help from Linkner, we can create a bit of both, steering our companies into progress and innovation, disrupting — and bettering — business along the way.

•••

Power Cues: The Subtle Science of Leading Groups, Persuading Others, and Maximizing Your Personal Impact by Nick Morgan, Harvard Business School Press, 272 pages, \$25, Hardcover, May 2014, ISBN 9781422193501

Nick Morgan has been teaching nonverbal communication and stage presence for more than two decades. In fact, before we went out on the road to give speeches around our book, *The 100 Best Business Books of All Time*, it was to Morgan that my coauthor Todd Sattersten and I turned for guidance. And he guided us well.

Now, authors don't have to travel to Boston as we did to receive the sage lessons Morgan has to teach them. His new book *Power Cues* will give you a crash course in what he taught us about

being on stage and goes much further by exploring how those lessons apply in everyday situations and leadership scenarios.

What he reveals is the combination of our most basic human instincts that crave leadership and the cutting edge in brain science that demonstrates how influence is achieved. Some of the truths he teaches are uncomfortable at first — none of us wants to believe we're so easily shaped and influenced by the unseen forces around us — but Morgan makes clear that it is personal mastery he's offering the reader, not manipulation.

These power cues will actually show you how to deal more authentically with your colleagues, your family, your tribe. You'll learn how to clear away all the unconscious messages you don't mean to be sending — and don't even realize you're sending — in order to strengthen the messages you want to communicate. You'll learn to show up as the best version of yourself instead of as a jumble of unconscious fears and distractions. You'll become more persuasive and more powerful because you'll become more authentically yourself.

This book provides the science and practical rationale to back up the famous Marianne Williamson poem (often mistakenly attributed to Nelson Mandela's inauguration speech) that “Our deepest fear is not that we are inadequate/ Our deepest fear is that we are powerful beyond measure,” and proves that when “we let our own light shine/we unconsciously give other people permission to do the same.”

I'm not sure Nick Morgan would embrace such a lofty aspiration, but what he offers is a chance for all of us to better connect with our authentic selves and one another. With that power in practical application, just think what we can achieve.

Which one are you? It's the difference between the old way and the new way.

The “new way” is next week — stay tuned.

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible* and *The Little Red Book of Selling*. His best-selling *21.5 Unbreakable Laws of Selling* is now available as a book and an online course at www.gitomerVT.com.

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ESCOBAR

from page 11

failures hate to do.

Your 2 iron, which is also a tough club to hit, is your ability to network with people and to understand and communicate with people.

Your 3 iron is your ability to organize your personal life as well as your business.

Your 4 iron is your ability to prepare for your appointments or business calls.

Your 5 iron embodies your talent to ask the right questions at the right time.

Your 6 iron is all about your determination to ask for the order or the agreement.

Your 7 iron is a very versatile club — easier to hit. The 7 iron is all about enthusiasm. It's that big smile on your face. It's your ability to motivate and inspire people within your business as well as your ability to inspire yourself, your people and your customers.

Your 8 iron is all about your audacity to reject rejection, frustration, disappointment and discouragement and to continually move forward.

Your 9 iron is all about you, growing and learning from your mistakes. Your pitching wedges

represent your ability to overcome unforeseen challenges and perfect the “art of effective listening.”

And finally, the most important club in your bag is your putter. It is used more so than any other club in your bag. Putting represents the most important skill of all for the golfer as well as, yes, you the businessman. Mastering the putter means mastering your ability to follow through.

Without the follow through no one can perfect the putter and close out the hole. A bad putt has shattered many a golfer's dream of success in many a major tournament. Lack of following through with people, more so than anything else, will certainly devastate your dream of success in golf and in your business.

Constant practice using your clubs — your tools — will ensure that you inevitably attain the title of a great golfer. Success at golf is simply every shot coming together successfully using every club in your bag.

Success in business is doing the exact same thing using all the tools in your bag. Practice and experience using your talents, skills and your clubs — tools — will ensure you will attain the title of “Master Golfer” as well as “Master Businessman.”

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SHAFER

from page 10

round trip tickets to all but SNA (John Wayne) are under \$200. You can get fares to Long Beach for \$150. Unbelievable!

In addition, these low prices to the West Coast have opened up places like Hawaii and Alaska to savings. Round trip fares from Salt Lake City to Honolulu on Alaska Airlines are down to \$658 — \$96 less than on Delta Airlines. And, by the way, \$658 is only \$10 more than the roundtrip fare from Los Angeles. Meanwhile, Delta's roundtrip tickets to Anchorage are

available for as low as \$420 in September (during the summer, \$900) but on Jet Blue Airlines or Alaska, \$634. Superb!

If you want to book one of these great air fares, you can do it by going to the airline company's website or kayak.com, which is an aggregator. For anything more complicated, such as a ticket to an international destination, I would suggest using an experienced travel agent you can actually talk to. Good agents can check airfares through many different connecting airports, as well as employ more than one airline where connections are involved.

Viva la competencia!

LUND

from page 15

TOD & JTWR0S designations do make account transfer easy. They simplify an element of estate planning. You just want to be careful not to try and make things too simple.

TOD or JTWR0S accounts are not cheap substitutes for wills or trusts. If you have multiple children and name one of them as the TOD beneficiary of an account, that child will get the entire account balance and the other kids will get nothing. The TOD beneficiary can of course divvy up those assets equally among siblings, but in doing so, that TOD beneficiary may run afoul of the yearly gift tax exclusion.

JTWR0S accounts have a potential drawback while you are

alive. As they are jointly owned, you have a second party fully capable of accessing and using the whole account balance.

As you plan your estate, respect the power of TOD & JTWR0S designations. Since they override any beneficiary designations made in wills and trusts, you want to double-check any will and trust(s) you have to make sure that you aren't sending conflicting messages to your heirs.

That aside, TOD & JTWR0S designations represent convenient ways to arrange the smooth, orderly transfer of account balances when original account owners pass away.

Mark Lund provides (401k) consulting for small businesses and investment advisory services for professional athletes and select individuals through Stonecreek Wealth Advisors Inc. in Utah.

GITOMER

from page 8

als why don't you give one?

- Low or no social media presence. Failure to understand the fact that social media is a combination of attraction, proof that you are you say you are and a sales tool.

- Low or no social media awareness. Inability or refusal of salespeople to participate gives your competition an ability to use

it and dominate.

- Low or no relationship. The quality of the relationship allows you to make multiple sales, earn more profit, earn referrals and gain their testimonial proof. If you're lacking in these four areas it's your relationship report card and loss of sales or profit or both.

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Opinion

Iraq should put an end to the notion of 'nation-building'

The news from Iraq that Islamic terrorists are taking over cities that American troops liberated during the Iraq war must have left an especially bitter aftertaste to Americans who lost a loved one who died taking one of those cities or to a survivor who came back without an arm or leg or with other traumas to body or mind.

Surely we need to learn something from a tragedy of this magnitude.

Some say that we should never have gone into Iraq in the first place. Others say we should never have pulled our troops out when we did, leaving behind a weak and irresponsible government in charge.

At a minimum, Iraq should put an end to the notion of "nation-building," especially nation-building on the cheap, and to the glib and heady talk of "national greatness" interventionists who were prepared to put other people's lives on the line from the safety of their editorial offices.

Those who are ready to blame Pres. George W. Bush for everything bad that has happened since he left office should at



THOMAS SOWELL

least acknowledge that he was a patriotic American president who did what he did for the good of the country — an assumption that we can no longer safely make about the current occupant of the White House.

If Bush's gamble that we could create a thriving democracy in the Middle East — one of the least likely places for a democracy to thrive — had paid off, it could have been the beginning of a world-changing benefit to this generation and to generations yet unborn.

A thriving free society in the Muslim world — and the values and example that such a society could represent — might undermine the whole hate-filled world terrorist movement that is seeking to turn back civilization to a darker world of centuries past.

But creating such a society, if it is possible at all, cannot be done on the cheap, with politicians constantly calling for us to announce to the world — including our enemies — when we are going to leave. The very idea is silly, but everything silly is not funny.

We haven't yet announced when we are going to pull our troops out of Germany or Japan and World War II was over more than 60 years ago. Turning those militaristic countries around was one of the great achievements in human history. Their neighboring countries have been able to enjoy a peace and security that they had not known for generations.

Perhaps what was achieved in Germany and Japan made it seem that we might achieve something similar in Iraq. But "the greatest generation" that had fought and survived the horrors of war around the world was under no illusion that trying to turn our defeated enemies around would be easy, quick and cheap.

Creating democracy in Germany and Japan was a goal, but not a fetish. Creating a stable and viable government amid the ruins and rubble of war was the first priority and a major responsibility. You cannot create instant democracy like you are making instant coffee.

There are prerequisites for a free society, and the foundations of democracy cannot be built on chaotic conditions with widespread uncertainty and fear. To hold

elections for the sake of holding elections is to abdicate responsibility for the sake of appearances. The biggest danger is that you will create a government that will work at cross purposes to everything you are trying to achieve — a government you cannot rein in, much less repudiate, without destroying your own credibility as representatives of democracy. That has happened in both Iraq and Afghanistan.

By contrast, in both Germany and Japan, power was turned over to elected officials at such times and in such degree as conditions seemed to indicate. Eventually, both countries resumed their roles as sovereign nations. But we didn't publish a timetable.

Today, with terrorists threatening to at least fragment Iraq, if not take it over, it is a sobering thought that Barack Obama and his key advisors have a track record of having been wrong about Iraq and other foreign policy issues for years, going back before they took office — and no track record of learning from their mistakes.

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

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It wasn't Bush or Obama who lost Iraq; it was Maliki

It is becoming increasingly likely that Iraq has reached a turning point. The forces hostile to the government have grown stronger, better equipped and more organized. And having now secured arms, ammunition and hundreds of millions of dollars in cash from their takeover of Mosul — Iraq's second-largest city — they will build on these strengths. Inevitably, in Washington, the question has surfaced: Who lost Iraq?

Whenever America has asked this question — as it did with China in the 1950s or Vietnam in the 1970s — the most important point to remember is: the local rulers did. The Chinese nationalists and the South Vietnamese government were corrupt, inefficient and weak, unable to be inclusive and unwilling to fight with the dedication of their opponents. The same story is true of Iraq, only much more so. The first answer to the question is: Nouri al-Maliki lost Iraq.

The prime minister and his ruling party have behaved like thugs, excluding the Sunnis from power, using the army, police forces and militias to terrorize their opponents. The insurgency the Maliki government faces today was utterly predictable because, in fact, it happened before. From 2003 onward, Iraq faced a Sunni insurgency that was finally tamped down by Gen. David Petraeus, who said explicitly at the time that the core element of his strategy was political, bringing Sunni tribes and militias into the fold. The surge's success, he often noted, bought time for a real power-sharing deal in Iraq that would bring the Sunnis into the structure of the government.

A senior official closely involved with Iraq in the Bush administration told me, "Not

only did Maliki not try to do broad power-sharing, he reneged on all the deals that had been made, stopped paying the Sunni tribes and militias and started persecuting key Sunni officials." Among those targeted were the vice president of Iraq and its finance minister.

But how did Maliki come to be prime minister of Iraq? He was the product of a series of momentous decisions made by the Bush administration. Having invaded Iraq with a small force — what the expert Tom Ricks called "the worst war plan in American history" — the administration needed to find local allies. It quickly decided to destroy Iraq's Sunni ruling establishment and empower the hard-line Shiite religious parties that had opposed Saddam Hussein. This meant that a structure of Sunni power that had been in the area for centuries collapsed. These moves — to disband the army, dismantle the bureaucracy and purge Sunnis in general — might have been more consequential than the invasion itself.

The turmoil in the Middle East is often called a sectarian war. But really it is better described as "the Sunni revolt." Across the region, from Iraq to Syria, one sees armed Sunni gangs that have decided to take on the non-Sunni forces that, in their view, oppress them. The Bush administration often justified its actions by pointing out that the Shiites are the majority in Iraq and so they had to rule. But the truth is that the borders of these lands are porous, and while the Shiites are numerous in Iraq — Maliki's party actually won a plurality, not a majority — they are a tiny minority in the Middle East as a whole. It is outside support — from places as varied as Saudi Arabia and Turkey — that sustains the Sunni revolt.

If the Bush administration deserves a fair share of blame for "losing Iraq," what about the Obama administration and its decision to withdraw American forces from the country by the end of 2011? I would have preferred to see a small American force in Iraq to try to prevent the country's collapse. But let's remember why this force is not there. Prime Minister Maliki refused to provide the guarantees that every other country in the world that hosts U.S. forces offers. Some commentators have blamed the Obama administration for negotiating badly or halfheartedly and perhaps this is true. But here's what a senior Iraqi politician told me in the days when the American withdrawal was being discussed: "It will not happen. Maliki cannot allow American troops to

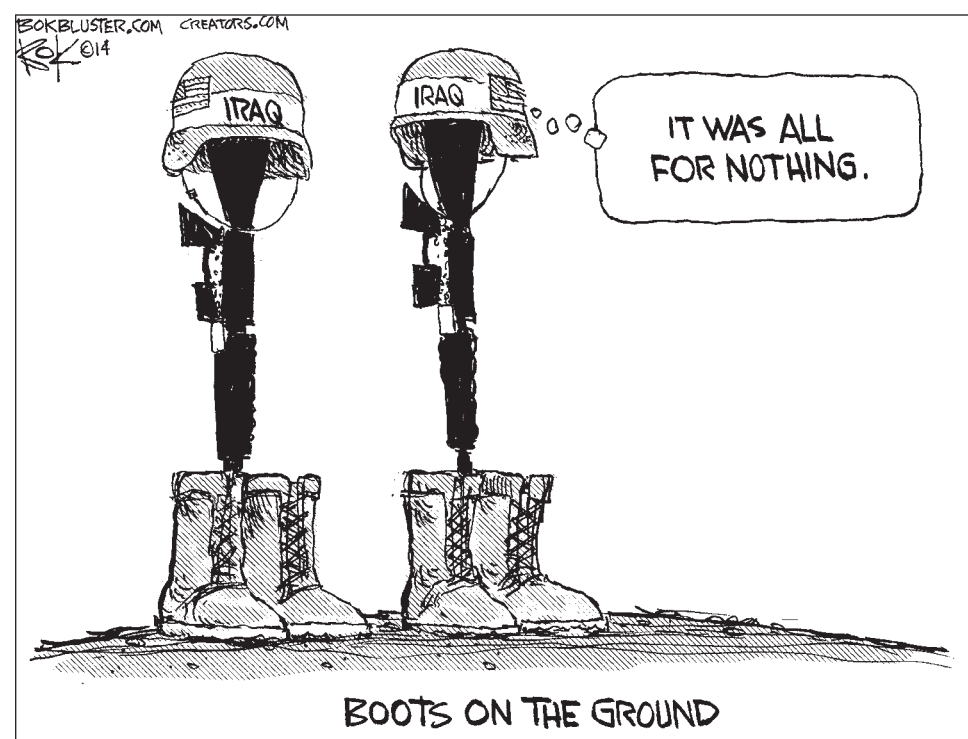
stay on. Iran has made very clear to Maliki that its No. 1 demand is that there be no American troops remaining in Iraq. And Maliki owes them." He reminded me that Maliki had spent 24 years in exile, most of them in Tehran and Damascus, and that his party had been funded by Iran for most of its existence. And in fact, Maliki's government has followed policies that Washington is debating whether airstrikes or training forces would be more effective, but its real problem is much larger and is a decade in the making. In Iraq, it is defending the indefensible.

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

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FAREED ZAKARIA



Opinion

How to succeed in the new 'Conceptual Age'

A few years ago a book was released by author Daniel Pink titled *A Whole New Mind*. It has been a best-seller for several years and he's also authored many additional books since. In his book, Pink chronicles the journey from the Industrial Age to the Information Age — and now the Conceptual Age. He points out what we have going for us — but what we may also be lacking. It's all about the "high concept" approach, and it may make all the difference for you and your business.



DOUG ANDREW

Pink begins with the rise of the Industrial Age where people migrated from farms into the cities — where more people moved to work in factories. He points out that as those people started doing the same things over and over again, completing repetitive tasks every day, many of them got stifled, losing their ingenuity and creativity in the monotony.

Eventually during the Industrial Age, we came up with the concept of retirement. The word "retire" literally means "to put out of use," which is about what everyone thought of post-retirement years. The average life expectancy for males at the time was only about age 72 — that's why the Social Security system was originally designed with the expectation that that males would only live an average of seven years after retirement, with females living about 14 years after. That is one of the reasons the Social Security system is in trouble now, because people are living longer. Life expectancy for a baby boomer couple is age 96 because more and more people are realizing the secret to longevity: making yourself necessary. Well, that's another topic.

Let me get back to something Dan Pink was referring to. We moved from that Industrial Age to the Information Age in the late 20th century, and now people have more information than they've ever had before. In this era, a person in remote India or Africa has as much information or more at their fingertips with a smartphone than Bill Clinton had when he was president of the United States. One edition of *The New York Times* has as much information in it as a human being was exposed to during his

entire lifetime during the 18th century. We definitely do not have a dearth of information.

Well, now we're moving into the Conceptual Age, where we have to use both the right brain and the left brain. Some people say, "Oh, I'm just left-brained. I make decisions logically." Other people say, "I'm not a numbers person. I make my decisions emotionally, go with how my gut feels." The key is you must use both sides of your brain now — you've got to think with all hundred horses under that hood.

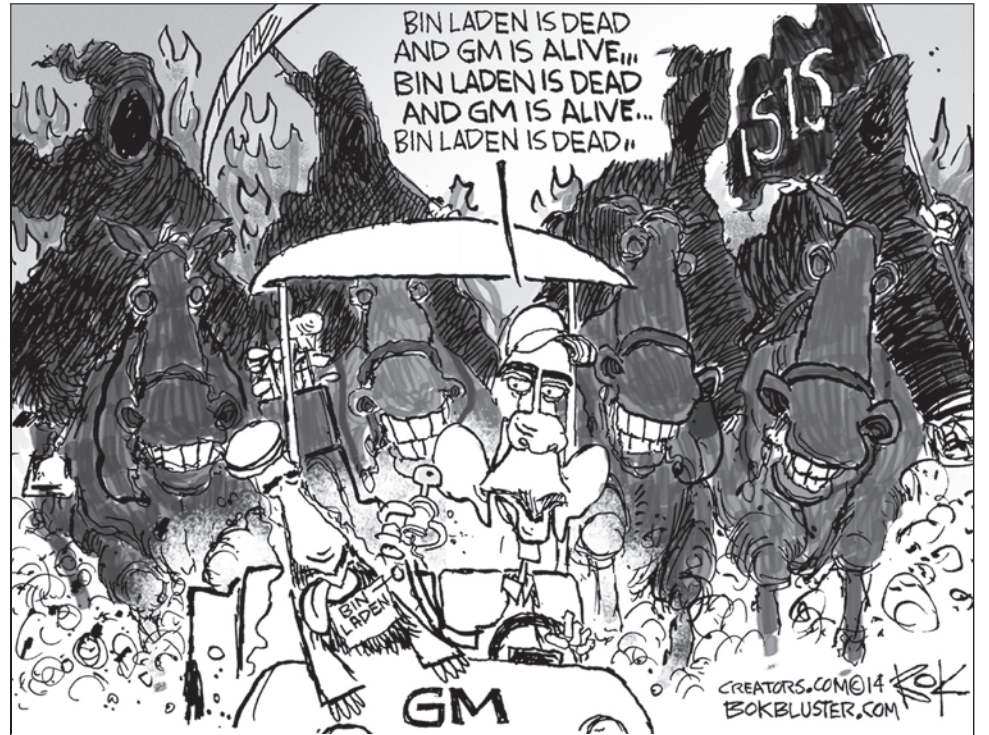
When I teach people, I recognize that some of them are more right-brained. I tell stories and metaphors. Others think more logically, so I will balance it with numbers and statistics. You see, we've got to communicate with both the right brain and left brain or we're going to miss out on half of the relationships in our lives.

It's also important in business. My guess is you've succeeded using left-brain know-how and decision making. But Pink says the right brainers are going to rule in this Conceptual Age. So, it will do you well to start using your whole brain, with a healthy blend of emotion, creativity and ingenuity as well as logic.

Pink contends that you must be ready to understand high concepts coupled with high touch. He points out that high concept thinking relates to identifying patterns and opportunities, appreciating artistic and emotional beauty and combining what appears to be unrelated ideas into strong, innovative, actionable ideas. High touch deals with being empathetic, understanding the nuances of human interaction, experiencing the joy in others and one's self and stretching beyond our everyday approach to doing things with a stronger focus on our purpose or meaning for life.

So get ready to take on a more holistic approach to everything you do — the relationships, the work, the passions — and you'll be living a more abundant life, helping others do the same.

Douglas R. Andrew is a best-selling author, radio talk show host and abundant living coach.



TOD & JTWRORS - a move that could ward off probate

TOD, JTWRORS — what do these obscure acronyms signify? They are shorthand for transfer on death and joint tenancy with right of ownership — two designations that permit automatic transfer of bank or investment accounts from a deceased spouse to a surviving spouse. This automatic transfer of assets reflects a legal tenet called the right of survivorship — the idea that the surviving spouse should be the default beneficiary of the account.

In some states, a TOD or JTWRORS beneficiary designation is even allowed for real property. When an account or asset has a TOD or JTWRORS designation, the right of survivorship precedes any beneficiary designations made in a will or trust.

There are advantages to having TOD and JTWRORS accounts ... and disadvantages as well.

TOD and JTWRORS accounts can usually avoid probate. As TOD and JTWRORS beneficiary designations define a direct route for account transfer, there is rarely any need for such assets to be probated. The involved financial institution has a contractual requirement (per the TOD or JTWRORS designation) to pay the balance of the account funds to the surviving spouse.

In unusual instances, an exception may apply: if the deceased account owner has actually outlived the designated TOD beneficiary or beneficiaries, then the account faces probate.

What happens if both owners of a JTWRORS account pass away at the same time? In such cases, a TOD designation applies (for any named contingent beneficiary).

To be technically clear, transfer on death signifies a route of asset transfer while joint tenancy with right of ownership signifies a form of asset ownership. In a variation on JTWRORS called tenants by

entirety, both spouses are legally deemed as equal owners of the asset or account while living, with the asset or account eventually transferring to the longer-living spouse.

Does a TOD or JTWRORS designation remove an account from your taxable estate? No. A TOD or JTWRORS designation makes those assets non-probate assets, and that will save your executor a little money

and time — but it doesn't take them out of your gross taxable estate. In fact, 100 percent of the value of an account with a TOD beneficiary designation will be included in your taxable estate. It varies for accounts titled as JTWRORS. If you hold title to a JTWRORS account with your spouse, 50 percent of its value will be included in your taxable estate. If it is titled

as JTWRORS with someone besides your spouse, the entire value of the account will go into your taxable estate unless the other owner has made contributions to the account.

How about capital gains? JTWRORS accounts in common law states typically get a 50 percent step-up in basis upon the death of one owner. In community property states, the stepup is 100 percent.

Could gift tax become a concern? Yes, if the other owner of a JTWRORS account is not your spouse. If you change the title on an account to permit JTWRORS, you are giving away a percentage of your assets; the non-spouse receives a gift from you. If the amount of the gift exceeds the annual gift tax exclusion, you will need to file a gift tax return for that year. If you re-title the account in the future so that you are again the sole owner, that constitutes a gift to you on behalf of the former co-owner; he or she will need to file a gift tax return if the amount of the gift tops the annual exclusion.



MARK LUND

see LUND pg. 12

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WISE RIVER RANCH

PREMIER TROUT FISHING • Wise River, Montana
The custom hand-hewn log home captures views of the surrounding mountains, abundant wildlife & adjoining Beaverhead National Forest. Wise River flows through the shared 473± acres for 1.5 miles. This area is renowned for its fishing & big game hunting. In addition to Wise & Big Hole Rivers, there are 6 world-class rivers within 2 hours of the Ranch. Held under the current ownership for several decades, all the sought-after facets for recreational buyers are available.

Offered at \$1,495,000.
Contact Tim Anderson - Bozeman

SWANLANDCO.COM
Bozeman & Salt Lake City
866.999.7342

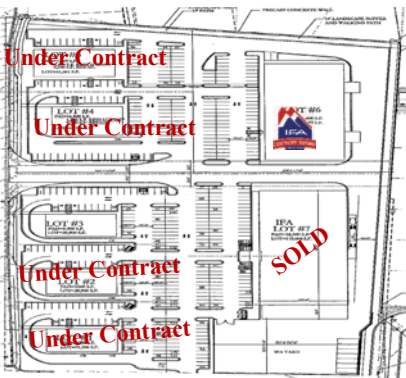


CR CHAPMAN RICHARDS AND ASSOCIATES

COMMERCIAL DIVISION

1414 E. Murray Holladay Road
801-278-4414

**Commercial Lots-Taking Reservations
600 North 900 West-American Fork**



Pad Prices:
**\$20-\$27/
SqFt**
**For More
Info
Contact:
Errol
Childs:
801-560-0034**

**Free Standing Office Building-For Lease
4991 S. Commerce Dr (300 West)**



**Lease Rate:
\$1,150/Month**

- 1,340 Square Feet, Lower Level Storage
 - Plenty of Parking Available, M2 Zoning
 - 3 Year Lease With Option To Extend
- TERRY CONONELOS 801-205-7019**

**Office Condo For Sale/Lease
5292 S. College Dr #101 (500 W)**



- 6287 SF- Main floor office
- High end tenant finish
- 14 + private office
- 2 large work areas
- Underground parking

**For Sale: \$1,295,000/Lease Rate: \$13.50 NNN
GEORGE RICHARDS, CCIM 801-631-9963**

**Centrally Located Office Condo
1345 E. 3900 S. #204**

For Lease: \$1,200/Modified Gross For Sale: \$127,000*



- 1,288 SqFt
- Medical/Dental Office
- 4 Procedure Rooms, Private Office, Waiting Area & File Room
- *Seller Financing Available

Kym McClelland 801-573-2828

OFFICE BUILDING FOR SALE-GREAT LOCATION



1366 E. Murray Holladay Rd

For Sale: \$1,400,000

- Rare Free Standing Office Building In Holladay.
- Approx. 8,930 SqFt
- 0.69 Acres
- Currently Used As Law/CPA Office



George Richards 801-631-9963



**OFFICE CONDO FOR LEASE
6796 South 1300 East-Salt Lake City**



\$1,400/Month/Full Service

- 960 SqFt-Ground Level
- 3 Private Windowed Offices
- Nice Reception Area W/Granite
- Ample Free Surface Parking
- Beautifully Maintained
- Just Off I-15 At Union Park

**Kym McClelland
801-573-2828**

GREAT INVESTMENT! Office/Retail/Warehouse

**521 W. 200 N. American Fork
For Sale: \$1,600,000**

Seller Will Lease Back For 1-3 Years While Building & Developing New Location @ 7.5-8% Cap. Plenty Of Room For More Retail On 2.09 Acres. Building Is 12,500 Sqft, 125' Wide X 100' Deep, Ceiling Height 16'-18' & Retail Ceiling Lowered To 10'



Errol Childs 801-560-0034



**Office Building For Sale Or Lease
470 East 3900 South-Murray**



For Sale: \$2,095,000
16,584 Square Feet
Updated In 2008-Multi Tenant Building, Top Floor Medical Office



For Lease: \$13.50/Full Service
#105-2,700 SqFt
#101-1,000 SqFt
Café/Coffe-1,050 Sqft

Bijan Fakhrieh 801-918-9000

**Unique Office/Retail/Warehouse Space
1719 Main Street-Salt Lake City**



For Sale: \$449,000
1,152 Sqft Office
1,536 Warehouse W/10ft Door
2 Apartments Upstairs
Large Storage Building In Back
Unique Contemporary Design
Many Potential Uses
Fronts Main Street



GEORGE RICHARDS, CCIM 801-631-9963

**Office Condo in Heart of Holladay
2160 E. 4500 S. #4**



**Lease Rate: \$12.00/NNN
For Sale: \$229,500**
- 1,326 Sqft, Remodeled
- Plenty of Parking
- Some Furniture & Cabinets Included



GEORGE RICHARDS, CCIM 801-631-9963

**Medical Office Condo For Lease
5292 S. College Dr. #202 (500 W)**

Lease Rate: \$13.50 - NNN

- 2,654 SqFt
- 2nd Floor Office
- 3-4 Exam Rooms
- 3 Private Offices
- Waiting & Reception Area
- Break room



GEORGE RICHARDS, CCIM 801-631-9963

**One Small Office Space Left
3895 W. 7800 S.-West Jordan**



**For Sale: \$185/Sq Ft
For Lease: \$13/NNN**
- 1,207 RSF/1,030 USF
- High End Finishes, Light & Open
- Across From Jordan Landing
- Close to Bangerter Highway
- Sure To Impress Any Client

GEORGE RICHARDS, CCIM 801-631-9963

**Luxury Office Suite-Realtor Building
230 W. Town Ridge Pwky (9670 S)**



LEASE RATE \$13.00 NNN
•4th Floor Office Suite
•9,385 USF-10,792 RSF
**George Richards, CCIM
801-631-9963**



**3.04 Acres -
\$1,200,000**
106 W. Fireclay Ave.
(4295 So.)
-3 Buildings
-Approx. 27,000 SF
**Bijan Fakhrieh
801-918-9000**



Spring

**UNBELIEVABLE INVESTMENT FOR
PRIVATE RETREAT
or
DEVELOPMENT OPPORTUNITY**

2,400 Pristine Acres
by the Manti-La Sal National Forest
above Mt. Pleasant, UT

Only \$9,592,800



Summer

FEATURES

- Hunting & fishing
- Gated, secure & private
- 4-wheeling & ATV Trails
- Next to National Forest
- Water rights & natural springs
- Special 5-acre/lot density
- Land cost/lot = \$19,985
- Retail price/lot = \$120,000
- Air strip on the property
- (3) log cabins for sale
- Community water utility
- Price lowered to \$3,997/acre
- Pine & aspen trees
- Elevation 6,500 to 8,400 feet
- Winter snowmobiling
- Near lush Fairview Canyon
- Electrical power
- Favorable County planning
- Perfect for a corporate retreat
- Ideal for a conference center
- Easy drive for UT population
- (100+) platted lots for sale
- Excellent RE values
- Motivated seller

For Detailed Information
(435) 283-3424
Email: ahlots@gmail.com

OTHER PROPERTY 4 SALE

- (38) 3-acre lots with water & power
- (68) 1-acre lots from \$3,000 to \$15,000
- New 5b/3b cabin on 3.5 acres=\$287,000
- New 4b/3b cabin on 3 acres=\$362,000
- 4b/4/b big-log cabin on 3.5 acres=\$495,000

Sanpete County now requires a density of 40 acres to build a home in the mountains. Our property has a grandfathered provision to plat 355 cabin sites on an average of 5-acre parcels.



Autumn



Winter

FOR SALE

Granite High School Property

3305 S. 500 East

\$10,900,000



The Granite School District is offering for sale the old Granite High School property. The asking price is \$10,900,000 for approximately 26.85 acres of land and 185,000 square feet of school building. The zoning is R-1-6, and the property is located in South Salt Lake City.

For more information, contact:

Kieth Bradshaw
385-646-4596
kcbradshaw@graniteschools.org



AUCTION

**Bank ordered
Real Estate**

Tuesday July
1st, 11:00am
(At Powder Mountain
Resort Parking Lot)

70.68 Acres
Powder Mountain
Resort

Zoned Cache County RR (resort & rec)
Property is Mountainous
\$10,000 Cashiers Check required to Register

ERKELENS & OLSON
Auctioneers/Appraisers/Marketing

www.salesandauction.com

801-355-6655

We've moved!

First American Title National Commercial Services is now located at

**215 South State Street, Ste. 380
Salt Lake City, UT 84111**

Phone numbers remain the same.

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AHEAD**



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