

THE Enterprise

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THIS WEEK

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Guns in the workplace likely to place firms' property rights at risk



Current law allows businesses to decide whether guns are in a workplace, but an attorney believes the legislature could change that.

By Brice Wallace
The Enterprise

Current Utah law is silent about allowing companies to determine whether guns are allowed at their workplaces, but a shareholder at Parsons Behle & Latimer believes the state's "gun-friendly legislature" may make some noise on the issue during the next few years.

Speaking at the 25th annual Employment Law Seminar presented by the law firm, Chris Wangsgard said Utah law allows people to bring guns into a workplace parking lot but private property laws allow businesses to determine whether guns are allowed elsewhere in the workplace.

see GUNS page 2

San Francisco college loan company to Utahns: we need investors

By Brice Wallace
The Enterprise

The cofounder of a San Francisco-based company that helps college graduate students and alumni consolidate and refinance their student loans was in Salt Lake City last week to spread the word about the need for investors to meet loan demand.

Dan Macklin, cofounder and head of alumni relationships for SoFi, told the Governor's Office of Economic Development board that the University of Utah and Brigham Young University are among the schools with the highest demand for the company's loans. "At the moment, we don't have enough investment dollars to be able to provide that service to them," Macklin told the board.

SoFi, a combination of "social" and "finance," offers

loans to students and recent graduates at 78 schools nationwide. It was founded 18 months ago and has grown to 70 employees. It funded \$90 million in loans last year and is expecting that figure to reach near \$1 billion this year, Macklin said.

By using SoFi, borrowers are able to refinance loans at a lower cost than they're currently paying, with borrowers saving an average of \$10,000.

"We have a wait list now of \$280 million worth of demand from people who want to take our loans, but we don't have the capital — at the moment anyway. It's getting better every day, but we don't have the capital to meet that," Macklin said.

SoFi recently secured a \$60 million line of credit from Morgan
see SOFI page 2

Ski makers' sales rise for many, are flat for a few

By Lee Snedaker
The Enterprise

Following on the heels of last year's poor ski season, the 2011-2012 was a "recovery season" for most ski manufacturing companies headquartered in Utah. The average increase in sales was 39 percent, with some companies reporting flat sales while, on the other end of the scale, DPS Skis enjoyed a 100 percent increase.

According to one local ski manufacturing executive, "the industry looks to Utah as the focal point for innovation in ski construction and design." Dan Burwell, house production manager for 4FRNT Skis LLC in Salt Lake City, said FRNT 4 is one of roughly a dozen local ski manufacturers. 4FRNT distributed about 500 pairs of skis this year, up 20 percent from last.

New designs and innovations are responsible for bringing skis "back from the dead," Burwell said.

"Basically the industry looks

to Utah as a focal point ... having all of the ski areas within easy reach and so many skiers, it just makes sense to be located here. I don't think there is an end to the potential of what could be done in this state."

That said, Burwell cautioned, "You have to come to making skis with some heart rather than dollar signs. I don't know how much money you're going to make from making skis ... it really has to be passion-driven rather than financially driven."

Another ski manufacturer that has put its hopes in Utah is DPS Skis, Salt Lake City. According to Erme Catino, PR and marketing associate for DPS, "After a decade of overseas production, we closed manufacturing for our skis in China and opened a state-of-the-art ski factory at the base of Utah's Wasatch Range. As of January 2013 we have consolidated all of our production and ski development in this location."

Catino said DPS sold exclu-



Dan Burwell of 4FRNT Skis "brands" a pair of skis with the firm's logo.

sively online for the first three years in business, "but our growth exploded when we started selling through ski shops — 125 to 150 percent each of the past three years. In addition to the direct sales, we now have 130 dealers worldwide and they are now an important part of DPS' sales strategy. This year we produced 6,700

pairs of skis."

Many of the ski manufacturers based in Utah saw gains this ski season. According to a sampling of the leading local manufacturers, this was a good sales year for many. Some manufacturers, however, were even.

see SKIS page 2



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GUNS

from page 1

However, that could change, with the next five years expected to see an average of four new gun-related laws annually, he said.

"We have a concern," said Wangsgard, whose practice is focused on employment litigation. "We think that your private property rights, to control whether you do or do not allow guns in your business, are at risk. The legislature which passed the so-called 'constitutional carry law' presents a great risk to the private property rights that you now enjoy.

"Our, sadly, best opinion is that it's not going to be favorable to your private property rights. We think it's highly likely that they will be threatened."

He noted the Second Amendment does not apply to workplace situations because it applies to government and an individual's rights.

While federal law requires employers to provide a workplace "free from recognized hazards," firearms are not a recognized hazard, so that law does not require employers to ban guns in the workplace. But employers do have private property rights allowing them "to control how their property is used and who gets to use it," he said.

"Am I telling you you should allow guns in your workplace? No, not at this point. That would be a long conversation. We should have that in private. It should be subject to attorney-client privilege. Do you have the right to keep guns out of your workplace? I'm going

to tell you that I'm convinced that you do," Wangsgard said.

While companies and employees might be worried about an accidental shooting injuring a worker or a visitor, that is a long-shot scenario, he said.

"I had to look in a lot of places to even find such a case. I did find one. But the fact that I had to look so hard to find one might be the most important fact that you need to know about that. These cases don't happen."

The ability to ban employees from bringing guns into the workplace is bolstered not only by employers' property rights, but also by having at-will employees — they can be fired if they do not follow company rules.

In the real world, he said, companies won't be able to foresee gun violence problems "unless

you have a workforce which is in the habit of, oh, writing messages about how much they would like to shoot your customers, or maybe you allow guns in your workplace and you've observed that employees take them out and point them at each other or a customer. I'm being a smart-aleck because I want you to understand that it is inherently unlikely that you would have noticed in your workplace any of the kinds of actions which would constitute evidence that you have noticed a risk of gun violence."

But the situation gets more complex with visitors — for example, vendors or customers — who tote a firearm into a workplace with a gun ban.

"Suppose your best client came into your workplace and you noticed a funny-looking bulge

and you said, 'Are you carrying a gun?' and he said, 'Damn right I am.' Are you going to ask them to leave? It's your best client, your best customer. Are you going to ask him to leave? Tough question. ...

"When we're talking about your best client or customer who comes in packing a gun, the at-will [employee] rule does not apply there. The leverage is different. You really ought to think the chess game through a couple of moves ahead. Does your company really want you to exclude that person? Have you brought your upper-level management in on that decision? Today this is riskier and more complicated, and just putting a policy in a policy manual is, in my opinion, not an adequate response to this."



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SOFI

from page 1

Stanley, and Macklin said four or five banks are expected to provide SoFi with loans during the next couple of weeks.

However, the five-, 10- and 15-year loans are funded through investments primarily from alumni from the schools. The investors currently get a 5 percent rate of return, but that can rise to 10 percent or more, he said. "It's a compelling investment in its own

SKIS

from page 1

According to Jared Richards, managing partner at Bluehouse Skis, Salt Lake City, while the production of the skis made in

right. ... The icing on that cake is you're doing some good. You're helping to reduce the cost of education for today's young generation," he said.

The U. and BYU are attractive to the company because its students have less than 1 percent default rates on their loans, he added.

Macklin hinted that Utah might be the site of some of SoFi's operations in the future. "At some point, we will have the need to have a call center or something like that to deal with all the hun-

dreds of calls that we get," he said. "So we will be looking. That's not now, that's not today, but at some point in the next 12 months. Seeing the good work you guys are doing here, I think, gives me some ideas as to where we should at least start that look."

At the end of the board meeting, chairman Mel Lavitt called SoFi's presentation "interesting." "They are doing something that certainly is very worthwhile and they seem to be doing it the right way," he said.

Utah increased, the total number of sales was pretty flat this year over last.

Skis are only part of the story for Goode Ski Technologies, based in Ogden. Dave Goode, founder of the company, pointed to the firm's overall carbon technology.

"We led the industry by introducing the first pure carbon fiber 'pencil' ski pole, the first composite rental pole, the first pure carbon fiber waterski and the first pure carbon fiber snow ski," he said. Today, Goode is the leading supplier of ski poles in the industry and the largest manu-

facturer of rental ski poles in the world.

It all started in 1975. Driven by a passion for the sport, Goode founded a company deeply rooted in skiing. "Today, in our research, development, and production facility in Ogden, we are continuing to innovate," he said. "Conceptual design, engineering, mold making, layout, pressing, finishing, and testing all take place at the foot of the Wasatch only a half-hour from the ultimate testing ground, Snowbasin — site of the 2002 Winter Olympic Men's and Women's Downhill, Super G, and Combined events."

All indications are that the growth of ski manufacturing in Utah is growing and the industry is strong and will continue on its uphill climb.

Clarification

Inaccurate information provided to *The Enterprise* for the Top Electrical Contractors in Utah list, which appeared in our annual Focus on Construction on April 1, resulted in the bonding capacity of Hunt Electric Inc. to be understated. Hunt Electric's bonding capacity is \$100 million.

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Orem security firm gets \$35 million loan

Vision Security of Orem has secured \$35 million in a credit facility loan transaction brokered by The PrivateBank and Trust of Chicago. Vision is a home automation and security services company founded in 2006 by Rob Harris and is an affiliate of the nationwide Security Networks, based in Palm Beach, Fla.

“This is just the beginning of the continued success we anticipate,” Harris said. “Importantly, we now have critical financing to grow Vision for years to come. Jennifer Holloway and Mark Melendes of

The PrivateBank have been great collaborators. We are excited about building a long and healthy relationship with them.”

Vision was able to retain 100 percent equity under the new financing arrangement.

Harris credits newly named president Dan Noble with being able to secure new financing while keeping the leverage low. “Mr. Noble is a proven leader and shares my core values for building a business upon sound operating principles and outstanding customer experiences.”

Harris projects that the

company’s goal of a 75 percent increase in recurring monthly revenues during 2013 will be facilitated by the loan arrangement. In 2012 the company grew to \$31.1 million in revenue from \$19.4 million in 2011.

Vision’s home security platform integrates a wide range of wireless features and components that deliver home security, energy management and home automation. It is a privately held company serving more than 60,000 subscribers.

Economic clout of women-owned firms growing

Utah is one of four states where the economic clout of women-owned business is not only ranked in the top 10 nationally but also on the rise.

Ranked ninth in 2013, up from 11th last year, the state joins Idaho, Georgia and North Dakota as climbers in an annual study released by the American Express OPEN forum. According to the *State of Women-Owned Businesses Report*, neighboring states Arizona, Nevada and Wyoming, along with Virginia, have lost ground in the past year.

The rankings, which have been released by American

Express since 1997, are based on three main factors. The overall ranking is based on the average of rankings of growth in overall number of business, as well as growth in revenues and employment numbers of women-owned businesses. Over the past 16 years since the study was initiated, Utah ranks fifth in employment increase, 29th in revenue increase and in the overall increase in number of businesses owned by women.

Utah’s ranking is due to a 73.4 percent growth in the number of firms, a 156.7 percent jump in revenues and a 7.7 percent increase

in number of employees over the life of the study. Comparatively, the number of women-owned firms nationwide has increased 59 percent since 1997.

According to the report, women-owned businesses in Utah have grown to a total of 72,800 with annual revenues exceeding \$13 billion. In 1997 Utah was home to 41,991 firms owned by women. American Express estimated that 8.6 million businesses in the United States are owned by women, accounting for 29 percent of all enterprises.

Destination West opens in Salt Lake City, Park City

Specializing in convention services, special events and tour planning, Destination West has opened offices in Salt Lake City and Park City. According to newly appointed president R. Troy Rushton, services provided by the new company will include site selection and program design, transportation and local logistics, event planning, local and regional

tours, local experiences and activities, and international event planning for a wide variety of clients.

“Salt Lake City, Park City and Moab are amazing destinations and our goal is to provide each client with impeccable service to support their unique needs, budgets and interests,” said Rushton.


The new firm has located

offices in Salt Lake City in the Wells Fargo Center at 299 S. Main and in Park City at 2064 Prospector Ave., Suite 203.

Rushton comes to Destination West from All Resort Group and before that was a vice president at Western Leisure. His resume also includes 10 years as general manager of SkyWest Airlines. He is a native of Utah.




Specially trained product experts will begin manning newly built Samsung Experience Shops in four Utah Best Buy stores by the end of April. Shops will open this month at stores in Murray, South Salt Lake, Riverdale and Sandy, with other Best Buy stores scheduled to receive the installation at a later date. More than 1,400 stores nationwide are included in the initial Samsung rollout, with 900 to be open by early May. The dedicated spaces within the Best Buy stores are designed for consumers to explore, purchase, activate and service Samsung’s full range of mobile products, including smartphones, tablets, laptops, connected cameras and accessories. In addition to the in-store experience, Best Buy will also begin online sales and support of Samsung products at its website.



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ASSOCIATIONS

• The **National Association of Women Business Owners** (NAWBO), Salt Lake City chapter, is **soliciting nominations** for the 2013 Woman Business Owner of the Year (NAWBO member), 2013 Woman Business Owner of the Year (non-member) and 2013 Rising Star Awards. The NAWBO Woman Business Owner of the Year Award is presented annually to a woman who has demonstrated strong leadership skills in growing and managing a successful business that is more than three years old, currently owns and operates her business, while also demonstrating those skills in volunteer and civic activities. The NAWBO Rising Star Award is presented annually to a woman business owner who has demonstrated entrepreneurial creativity and determination in successfully managing a business that is less than three years old. Nomination forms are available online at <http://nawboslc.org/awards>, or from the NAWBO office at (801) 487-4600. The deadline for nominations is April 27.

BANKING

• Ogden-based **TAB Bank** has been named a finalist in the third annual **Marketo Revenue Performance Excellence Awards**. The “Revviews” recognize and celebrate customers and partners that are using Marketo’s marketing automation solutions to push outside the bounds of existing markets and away from entrenched players. TAB Bank has been named a finalist in the Most Dramatic Business Impact category for Financial Services.

• **Mountain America Credit Union** has created an **online learning center** that contains tools and information to help members and others make informed financial decisions. The center—www.macu.com/learningcenter—contains links to articles, videos, budgeting tools, personal finance calculators, car-buying tools, ID protection information and frequently asked questions. It also connects to the credit union’s Mountain Money financial blog and the “8 Pillars of Financial Greatness” program.

• **Brighton Bank**, Salt Lake City, has again been recognized in 2013 by **BauerFinancial Inc.**, an independent financial rating company, with their highest **5-Star Superior Rating**, based on Dec. 31, 2012, financial results. A 5-Star rating signifies that Brighton Bank is one of the strongest banks in the nation based on the bank’s overall financial standing. This represents

92 quarters of receiving their highest rating.

COMMUNICATIONS

• **AT&T** has **expanded its 4G LTE network in Salt Lake and Utah counties**, bringing more customers the latest generation of wireless network technology. AT&T 4G LTE coverage now includes parts of American Fork, Spanish Fork, West Valley City, West Jordan, South Jordan, Riverton, Herriman, Draper, Sandy, Cottonwood Heights, Lehi, Alpine, Saratoga Springs, Eagle Mountain, Springville and Payson.

• Sandy-based **Sunturn**, a provider of customized telecommunications solutions and an Avaya Platinum Partner, has hired as its new account manager for enterprise customers an industry expert with 15 years of experience working for Avaya. **Matthew Goodman’s** experience with Avaya goes back to 1998 when he started work as a project coordinator for Lucent Technologies, which eventually spun off its business systems arm to form Avaya. In his 15-year career with the company, Goodman served in a variety of roles, including account support representative, services account manager, inside client executive and inside territory account manager.

COMPUTERS/ SOFTWARE

• **StorageCraft Technology Corp.**, Draper, has received a **5-star rating** from **Channel Reseller News** (CRN). This is the first time the software company has received the honor. StorageCraft provides backup and disaster recovery software and cloud services. Placement on the CRN 5-Star Partner Program list is considered to be a prestigious honor for companies in the IT and computer vendor communities.

• **LANdesk Software**, South Jordan, global leader in integrated systems lifecycle management, endpoint security and IT service management, has **acquired VMware’s Protect product family of IT management solutions**, which VMware acquired through its purchase of Shavlik Technologies in 2011. The addition of what LANdesk is now calling the Shavlik Protect portfolio expands LANdesk’s user-oriented IT management market presence with access to new channels and a product line that complements its existing portfolio of Total User Management solutions. Financial terms of the transaction, which was completed yesterday, were

not disclosed.

• **Pluralsight**, a Layton-based provider of software for online education firms, has appointed **Greg Woodward** chief financial officer and **Chad Utley** as vice president of content acquisitions to its executive team. Utley previously held multiple senior management roles at MarketStar, a provider of measurable, high-performing marketing solutions. Woodward was most recently chief financial officer at PermaPlate, a provider of ancillary automotive protection products sold through dealerships across the U.S. and Canada.

CONSTRUCTION

• **BHB Engineers**, Salt Lake City, has promoted **Marty Olson** to associate. Olson holds a B.S degree in civil engineering from the University of Utah. He became a licensed professional engineer in

2013. Olson started at BHB as a project engineer in 2006. He was promoted to project manager in 2012. Olson has completed projects such as the Ogden Retail Housing, Boyer 101 Office, Kane County Public Safety Complex and Bluff Fort Visitors Center.

ECONOMIC INDICATORS

• Six Utah small businesses have been selected by the **Utah Small Business Development Center Network** as nominees for the 2013 Successful Business Awards, which are given each year for businesses that have helped Utah’s economy grow and thrive. Combined, the six companies given this recognition have created 119 new jobs. The six businesses are **Denny’s Donuts Plus, Eveready Staffing and Training, Morning Glory Healing Arts, Planet Fitness of St. George, The Family Zone** and **Zuri and Co.**

FINANCE

• Eighteen months after launching the Grandeur Peak Funds, **Grandeur Peak Global Advisors**, Salt Lake City, will “soft close” both the **Grandeur Peak Global Opportunities Fund** and the **Grandeur Peak International Opportunities Fund** on May 1. The funds will remain open to existing investors, but will no longer accept new shareholders after May 1. Financial advisors and retirement

plans with clients in either fund will be able to continue investing in that fund for existing as well as new clients.

• The **Governor’s Office of Economic Development** is accepting **applications for the Technology Commercialization and Innovation Program (TCIP) grant competition**. The state invests approximately \$1.6 million a year in support of university technology commercialization with the goal of generating high-paying jobs and building companies that will be an economic force of the future. There are two types of eligible applicants for this grant: (1) a faculty-led team at a Utah college or university, public or private; or (2) a company, existing or startup, that has licensed or is in the process of licensing a technology from a Utah college or university. The grants are disbursed contingent on federal or private matching funds being furnished by the commercializing company or university to leverage the state’s contribution and are approved based on their potential for economic development in Utah. For information and instructions for the online application, visit <http://business.utah.gov/programs/coe/>. The deadline for applying is at noon May 13.

• **Kathy Rowe** has launched **Rowe Financial Advisors** in Orem. She has selected **CONCERT Advisor Services**
continued on next page



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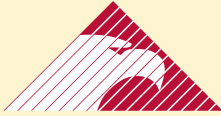
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for back office support. Prior to joining CONCERT, Rowe was a financial advisor at Merrill Lynch. She earned a bachelor's degree in international relations from Brigham Young University, and a master's degree from BYU's Marriott School of Management. CONCERT Wealth Management Inc., an SEC Registered Investment Advisor, is a subsidiary of CONCERT Global Group, Ltd.

• **DW Healthcare Partners**, a health care-focused private equity firm, has hired **Phillip Smith** as a vice president in its Park City office. Prior to joining DW, Smith was a senior associate with RoundTable Healthcare Partners, where he was involved in investments in medical device and pharmaceutical companies. He previously worked for Banc of America Securities as an analyst.

HEALTH CARE

• The **MGIS Companies Inc.**, a Salt Lake City-based national provider of insurance products and services specifically for physicians, has named **Kurt Meyer** vice president of operations, group benefits. Meyer brings more than 25 years of experience in the group benefits industry to the position. His past experience encompasses several leading insurers, including Guardian Life Insurance in New York City, Lincoln Financial Group in Philadelphia and OneAmerica

in Indianapolis.

• **Forbes** magazine has ranked **Intermountain Healthcare** among its "21 Most Admired Companies Making IT a Competitive Advantage." The magazine cites a newly published Gartner study conducted in 2012 of nearly 400 C-level executives of companies from around the world. The 21 companies on the list represent a range of industry sectors. In addition to Intermountain, four other health care providers are listed: Mayo Clinic, Cleveland Clinic, Hospital Corporation of America and Kaiser Permanente.

HUMAN RESOURCES

• In Salt Lake City, hiring has increased 14.2 percent month-over-month and 36.9 percent year-over-year, according to a report from **Simply Hired**, a technology company that operates one of the world's largest job search engines. According to the report, job competition in Salt Lake City is less fierce than in other parts of the country. Salt Lake City has two unemployed people per job opening (versus 3 to 1 nationwide).

LAW

• A Utah law firm was involved in the **largest jury award in the history of New Mexico**. A Santa Fe jury awarded \$58.5 million to the family of Kevin Udy, a Carlsbad, N.M., man killed three years ago when his pickup truck

was cut off by a tanker truck and slammed into its trailer. Salt Lake City attorneys **George Waddoups** and **Brad DeBry**, from **Robert J. DeBry and Associates**, partnered with Sante Fe attorney Bill Robbin of Heard Robbins LLP. They worked on the case for more than three years.

• The Salt Lake City-based law firm of **Snow, Christensen & Martineau** has appointed shareholders **Bradley R. Blackham** and **Keith A. Call** to its board of directors. Blackham represents health care providers in malpractice lawsuits and pharmaceutical companies in mass tort litigation. Call represents large and small companies in business disputes of all kinds.

• **Paul K. Bachman, Richard K. Gardner, Kelley M. Marsden** and **Richard H. Reeve** have been admitted as shareholders in the Salt Lake City law firm of **Van Cott, Bagley, Cornwall & McCarthy**. Bachman is a member of the firm's Business Section. His practice focuses in the areas of estate planning, estate and trust administration. Gardner is a member of Van Cott's Business Section. His practice focuses on estate planning, estate and trust administration and litigation, tax exempt organizations, aviation law, tax disputes and tax and business planning related to partnerships, limited liability companies, corporations and trusts. Marsden is a member of Van Cott's Litigation

Section. Her practice focuses on business and commercial litigation, including appellate, real property, and eminent domain litigation. Reeve is a member of Van Cott's Litigation Section. His practice focuses in the area of general civil litigation with an emphasis on property law.

• **Robert McKinley** has joined **Kirton McConkie**, Salt Lake City, as of counsel. He is a member of the firm's Employment and Labor Section, specializing in employee benefit and fiduciary litigation, and has defended employers in a wide variety of individual and class action employment matters. He graduated from the University of Missouri-Columbia's School of Law.

• The Salt Lake City law firm of **Pia Anderson Dorious Reynard and Moss (PADRM)** has added four new attorneys — **Scott R. Hoyt, Adam L. Hoyt** and **Tyson Snow** join the firm as partners, and **John Mertens** joins as a new associate. Scott Hoyt is a senior litigator for PADRM. His practice is focused primarily in insurance coverage litigation, bad faith litigation, health care, intellectual property and labor and employment. Adam Hoyt joins the PADRM firm with a focus in insurance coverage litigation, bad faith litigation and complex commercial litigation. Snow specializes in intellectual property, employment law and commercial and business litigation. Mertens

joins PADRM with an emphasis in business and complex litigation.

MANUFACTURING

• **Kiler Grove Winegrowers**, South Salt Lake, won three medals at the recent **2013 South West Wine Challenge**. Kiler Grove's 2009 Petite Sirah earned gold, its 2011 Saignée won silver and its 2009 Trebbiano brought back a bronze.

• Lindon-based ecommerce company **IdealShape** is celebrating its **10-year anniversary** this month. IdealShape creates nutritional weight loss products and a hypnosis CD series to help people "train the brain" to stick with healthy changes. The family-owned company has 16 employees.

• **SnapSports** of Salt Lake City has been named flooring pro-

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vider for the **Junior Volleyball Association's World Challenge** later this month in Louisville, Ky. The company designs and manufactures modular sports surfaces for both indoor and outdoor play. Snapsports supplies playing surface installations for multiple sporting events nationwide as well as for modular home applications.

• **Herm Medina** has been promoted to the position of Rocky Mountain regional design director for **YESCO LLC**, a Salt Lake City sign company. He has over 20 years of experience as an industrial designer and creative problem solver, specializing in environmental graphic design for commercial, retail, sports, gaming and entertainment venues. He will be directing all work which passes through the Salt Lake and Denver design departments.

MEDIA/MARKETING

• The **Summit Group Communications (TSG)**, a Salt Lake City advertising and public relations firm, has **won the business of the Detroit SUBWAY restaurants market.** With this

addition, TSG now represents 33 **SUBWAY** restaurants markets with more than 4,100 restaurants in 14 states. The Detroit designated marketing area is the 11th largest in the country, making the Detroit **SUBWAY** market one of TSG's largest clients.

REAL ESTATE

• **Drew Reynolds**, founding partner of **TrackResults**, a Salt Lake City firm that specializes in business intelligence, sales reporting and digital manifesting for the timeshare industry, has joined the **Chairman's League of the American Resort Development Association (ARDA)**. ARDA is a Washington, D.C.-based trade association representing the vacation ownership and resort development industries (timeshares). It has almost 1,000 corporate members ranging from privately held firms to publicly traded corporations with extensive experience in shared ownership interests in leisure real estate.

• The Salt Lake City office of **CBRE** has been selected as the exclusive listing agent for

Falcon Hill National Aerospace Research Park at Hill Air Force Base in Layton. Hunt Cos. Inc. and Woodbury Corp. are the developers of the 550-acre project. The first phase features more than 2 million square feet of commercial space.

• **Ogden City** will hold a groundbreaking ceremony April 17 at 10 a.m. at the corner of 27th and Lincoln to welcome the first phase of **Lincoln Cottages** to Ogden. The first phase will include eight homes, including one Habitat for Humanity home. Priced at around \$117,000, the three-bedroom, two-bath, 1,200 square foot homes will be the first of a total of 14 homes to be built on the three-acre property. The project is sponsored by Ogden City, the Utah Non-Profit Housing Corporation and Habitat for Humanity.

RETAIL

• **Dress Code**, a custom suit retailer located in Orem, has appointed **Adam Anderson** as its vice president of marketing.

Anderson will be launching the company's new marketing division and will oversee customer acquisition, the firm's referral program, brand development and social channels. The position begins April 15. **Dress Code** launched in early 2011 and is backed by

Utah angel investor and equity partner **Royal Street Investment & Innovation Center**. Anderson previously worked for both Sen. **Mike Lee** and Congressman **Jason Chaffetz** and holds a BA in communications from **Brigham Young University**.



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• Calendar •

• April 15, 7:30 a.m.-3 p.m.: **“Doing Business with China”** conference, presented by Utah Valley University’s Woodbury School of Business. Conference will feature keynote presentations and breakout sessions. Participants also will have the opportunity to interact and network with leading experts, business executives, non-profit organizations and international trade enterprises, including experts from World Trade Center Utah and the Governor’s Office of Economic Development. Details are at www.uvu.edu/businesswith-china.

• April 17, 4-5:30 p.m.: **“International Views on Branding & Rebranding,”** an event of the Utah chapter of the American Marketing Association. Panelists will be Ed White, director of international business at Overstock.com, and Laura Shafer, director of product marketing at StorageCraft. Moderator will be Adam Wooten, director of translation services at Lingotek. Topics include why brands and names are perceived differently in other countries, examples of logo and brand changes that have been well received internationally, how a brand name helps or hurts global online presence and SEO, tips to prevent a brand from becoming a global punch line, and steps taken to successfully rebrand. Location is the Bank of American Fork Riverton branch, 2691 W. 12600 S., Riverton. Event is free for Utah AMA members, \$35 for non-members. Registration and more information are available at <http://events.utahama.org/167>.

• April 17, 11 a.m.: **Eleventh annual Utah Innovation Awards luncheon**, presented by Stoel Rives LLP and the Utah Technology Council (UTC). Event will honor the winners, finalists and honorable mention recipients. Activities include an innovation showcase starting at 11 a.m., followed by the awards presentation from noon to 1:15 p.m. Location is the Salt Lake Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$65 for UTC member, \$80 for

nonmembers, \$550 for table of 10. Details and registration are at www.stoel.com/Innovation/Utah.

• April 18, 7:30-9 a.m.: **“Renovate, Rehabilitate or Construct”** — a discussion with the Salt Lake City Redevelopment Agency,” sponsored by NAIOP Utah, the commercial real estate development association. Attendees will hear about the next project site locations being considered by the RDA for its projects. Executive director D.J. Baxter and deputy director Justin Belliveau will provide a look into the RDA’s inner workings. Location is the Questar Corp. conference room, 333 S. State St., first floor, Salt Lake City. Free for NAIOP members, nonmembers pay \$100, which includes a continental breakfast. Register at <http://bit.ly/NAIOP-apr18mtg>.

• April 24, 11 a.m.-2 p.m.: **Business Marketplace**, sponsored by the Sandy Area Chamber of Commerce. There will be exhibits, networking and hourly prizes. Hundreds of attendees are expected. Location is the South Towne Expo Center, 9575 S. State St., Sandy. Free.

• April 25, 8 a.m.-3 p.m.: **Utah Business Healthcare Reform Symposium**, sponsored by the Salt Lake Chamber. Topics will include “Health Reform 101” by Susan Grassli of GBS Benefits, “Are Hospitals and Doctors Ready?” by Dr. Sean Mulvihill of the University of Utah, “Self-Funding” by Patricia Berridge from Stealth and Mark Selman of Talltree Administrators, “High-Deductible Plans” by Ana Sabatino of Cigna, and “Medical Carriers in 2014” by Rachel Reimann of SelectHealth. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$159 per organization and includes breakfast, lunch and tickets for two individuals. Register at www.slchamber.com.

• May 2, 10 a.m.- 3 p.m.: **Building Owners and Managers Association (BOMA) of Utah Annual Tradeshow and Education Day**. In addition to the

trade show, there will be several educational sessions. Location is the South Towne Exposition Center, 9575 S. State St., Sandy. More information is at www.BOMAUtah.org.

• May 2, noon-1:30 p.m.: **Great Salt Lake Business Expo**, presented by the Salt Lake Chamber. Keynote speaker will be Dan Clark, a key contributor to the *Chicken Soup for the Soul* series in addition to *The Art of Significance*, his latest book. Location is the South Towne Expo Center, 9575 S. State St., Sandy. Free; lunch is free with pre-registration or \$5 at the door. Register at www.slchamber.com or by calling (801) 364-3631.

• May 7, 8-9:30 a.m.: Utah Technology Council (UTC) IPO clinic titled **“So You Want To Go Public?”** Latham & Watkins LLP partners William J. Cernius and B. Shayne Kennedy will lead the clinic, which will focus on best practices and lessons learned about the initial public offering process, as well as current market opportunities. Location is Ernst & Young, 178 S. Rio Grande St., Suite 400, Salt Lake City. Event is free for UTC members, \$30 for nonmembers. Details and registration are at (801) 538-3500 or www.utahtech.org.

• May 21, 7:30 a.m.-4:30 p.m.: **Second Annual Business and Economic Forum**, presented by Utah Valley University and the Woodbury School of Business. The aim of the event is to enrich community estate planning, accounting, financial planning and management professionals. Keynote speaker will be Amy Rees Anderson, founder and managing partner of Rees Capital, a mentoring and angel investing firm. Anderson is also an author and serves as a weekly contributor to *Forbes* and the *Huffington Post*. Location is the Sorenson Student Center at UVU’s campus in Orem. Registration is \$75 prior to May 1, \$100 thereafter. Cost includes breakfast and lunch. Register at uvu.edu/beforum.



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How to prepare for a small-business loan

With the economy leveling out in slow, steady growth, many businesses are thinking about how to grow. After a few years of focus on the basics to keep strong enough to weather the economic storms, business owners are ready to move forward at a good time for expansion, when the market isn't yet up to pre-recession levels.

However, many businesses don't have the capital they need for growth, which, combined with low interest rates, makes it a good time to consider a small-business loan. I would recommend reviewing the following to prepare for financing.

Get to know your loan officer. It's important to develop a relationship with your lender and the loan officer you work with. When your lender knows who you are, they can help you find the financing option that fits your business the best. Find a lender that cares about your business and wants to know more than just the numbers.

Prepare or update your business plan. Lenders want to be sure you have a plan for your business' success, and they want to know what it is. Update your company's goals and financial

projections and your lender will have something to use when they consider how financing will help you in the long- and short-term future. Your business plan should address the best- and worst-case scenarios. You should include the following elements outlined by the U.S. Small Business Administration:

- Begin with a statement of purpose. You should be able to explain your business in 25 words or less.

- Illustrate how your business will work and why it will be successful. List the owners.

- Describe the company's products or services, the customers, the market and the competition. List the managers and their credentials.

- Supply three years of projected financial statements. Include income, loss and cash-flow projections.

- Provide supporting documents, such as references from creditors and potential clients and suppliers, and evidence of insurance.

Evaluate your financial fitness. This is an area where your loan officer will be helpful to you. You may not even know what

it means to be in good financial shape for a loan. Every business and every borrower has a different situation, so there isn't a set, simple checklist. Some lenders will look at length of time in business or net worth, but you can find lenders, especially at community banks, that will look at your business beyond the numbers. It will come down to whether or not the applicant is likely to and capable of repaying the loan. Some questions to consider:

- Does the business make conservative or risky financial decisions?

- Is the business owner conservative with personal finance?

- Will the business owner sign a personal guarantee?

- Is there a strong base of capital available for collateral for the loan?

- What is the business' margin of error for the expected growth?

- What is the back-up plan in case of a situation that threatens the business' financial structure?

- Have you developed at least two ways to repay the loan?

Know the types of financing available. There are different types of loans commonly used by small businesses. A few months ago, I talked about the benefits of buying your office space, and mentioned some of the types of

financing available.

SBA-guaranteed loans are specifically designed to help companies grow and prosper. They are guaranteed by the SBA, meaning the business is more likely to be approved for attractive rates and financing, since the risk is shared between the lender and the SBA. They are less capital-intensive, usually requiring just 10 to 20 percent down, versus 30 to 35 percent down for conventional loans. If you're worried that your business may be too big to qualify for an SBA loan, know that a small business is defined as having less than 500 employees and less than \$7.5 million in annual revenue, depending on the industry. Ninety-five percent of Utah companies are eligible. Look for an SBA Preferred Lender, since these types of lenders can approve your loan faster than non-preferred lenders.

Conventional loans require a larger down payment than an SBA loan, but with historically-low interest rates and property values, now is a good time to consider expanding. A *business line of credit* is good for short-term cash needs like building up inventory and funding accounts receivable. *Business term loans* allow a certain dollar amount to be repaid in installments over three or more years, and are commonly used for

purchasing equipment, vehicles, furniture, renovations, expansion or commercial mortgages.

Personal lines of credit, like credit cards or home equity lines of credit, are convenient, but can be risky. Credit cards have high interest rates and can negatively impact personal credit. Home equity loans use the borrower's home as collateral. However, this model allows the company to utilize its capital to grow the business and gives the owners an opportunity to increase and diversify their personal wealth with commercial real estate.

Small-business loans are the key to keep communities growing and people working. If you feel overwhelmed by the loan process, use this guide to prepare. Community banks and other lenders want to lend to Utah's businesses. Loan officers are there to help you figure it all out and grow your business.

Richard Gray is senior vice president of commercial lending and SBA lending at Bank of American Fork, Utah's community bank leader, an Equal Housing Lender and Member FDIC. Gray also manages the bank's Murray branch, and he has assisted local small businesses in obtaining SBA funding for more than 25 years.



Richard Gray

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All sponsorship levels include:

- One table of eight at the Gala
- Company name and logo identification on the table
- Gift bag for all guests at the table

Presenting Sponsor - \$10,000

- A representative from your organization will speak for a few minutes during the live program about its support of local animal shelters.
- From April to mid-June 2013, your organization’s name and logo will appear on our two Interstate-15 electronic billboard signs as a sponsor.
- On the event website, signage, programs, invitations and videos: “Wags to Wishes’ First Annual Humane Society of Utah Gala, Presented by [Your Organization]” with a large logo.
- Full page advertisement in the event program.
- Dedication opportunity for one year on a cat Villa in “Kitty City,” or on a dog Lounge in “The Wait is Over Rover” dog adoptions area.

Supporting Sponsor - \$5,000

- Under “Supporting Sponsor(s)” on the event website, signage, programs, invitations and videos: your organization’s name and logo will be featured with any other supporting sponsors.
- Half page advertisement in the event program.
- Dedication opportunity for one year on a cat Condo in “Kitty City,” or on a dog Run in “The Wait is Over Rover” dog adoptions area.

Event Sponsor - \$2,500

- Under “Event Sponsor(s)” on the event website, signage, programs, invitations and videos: your organization’s name and logo will be featured with any other event sponsors.
- One-fourth page advertisement in the event program.

Table Sponsor - \$1,250

- Under “Table Sponsor(s)” on the event program: your organization’s name will be featured with any other table sponsors.

Your tax deductible donation will allow the Humane Society of Utah to continue rescuing unwanted and homeless animals in Utah. Please make a financial gift to help us to eliminate pain, fear and suffering in all animals.

For more information, contact
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• Earnings Roundup •

Skullcandy

Skullcandy Inc., based in Park City, reported net income of \$11.5 million, or 41 cents per share, for the fourth quarter ended Dec. 31. That compares with \$12.3 million, or 44 cents per share, for the same quarter in 2011.

Sales totaled \$101 million, up from \$83.4 million in the year-earlier quarter.

For the full year 2012, the company reported net income of \$25.9 million, or 92 cents per share, which compares with \$18.6 million, or 79 cents per share, in 2011.

Revenue in 2012 was \$297.7 million, up from \$232.5 million in 2011.

Skullcandy designs, markets and distributes audio and gaming headphones and accessories.

“We are pleased with our overall fourth quarter results during what was a challenging environment,” Rick Alden, interim chief executive officer, said in announcing the results. “Our intention in 2013 is to tighten our original distribution strategy and make key investments in product development and demand creation while endeavoring to reengage the consumer at the point of sale.”

Nature's Sunshine

Nature's Sunshine Products Inc., based in Lehi, reported net income of \$4.5 million, or 28 cents per share, for the fourth quarter ended Dec. 31. That compares with \$7.6 million, or 48 cents per share, for the same quarter in 2011.

Sales totaled \$90.4 million, down from \$92.1 million in the year-earlier quarter.

For the full year 2012, the company reported net income of \$25.4 million, or \$1.59 per share. That compares with \$17.6 million, or \$1.12 per share, for 2011.

Sales totaled \$367.5 million, down from \$367.8 million in 2011.

Nature's Sunshine Products markets and distributes nutritional and personal-care products through 340,000 direct sellers worldwide.

Black Diamond

Black Diamond Inc., based in Salt Lake City, reported net income of \$500,000, or 2 cents per share, for the fourth quarter ended Dec. 31. That compares with \$3.5 million, or 16 cents per share, for the same quarter in 2011.

Excluding one-time items, net income in the 2012 fourth quarter was \$1.6 million, compared with \$2.3 million a year earlier.

Sales totaled \$48.8 million in the most recent quarter, up from \$36.3 million in the year-earlier period.

For the full year 2012, Black Diamond reported net income of

\$2 million, or 6 cents per share. That compares with \$4.9 million, or 22 cents per share, in 2011. Without one-time items, net income would have been \$12.6 million, compared with \$11.9 million in 2011.

Sales totaled \$175.9 million, up from \$145.8 million in 2011.

The company designs, manufactures and markets products for climbing, mountaineering, backpacking, skiing, cycling and other outdoor recreation activities.

In announcing the results, Peter Metcalf, president and chief executive officer, said 2012 was “a transformational year” for the company, in part because of the introduction of a fall 2013 apparel line, establishment of its own ski manufacturing operation and various acquisitions.

“As a result, we entered 2013 as a meaningfully larger, stronger and more diverse enterprise. With our apparel line expected to be in stores this fall, we believe that we are executing on our vision to become a diversified global brand leader in both hard and soft goods across all four seasons,” he said.

Merit Medical

Merit Medical Systems Inc., based in South Jordan, reported net income of \$641,000, or 1 cent per share, for the quarter ended Dec. 31. That compares with \$5 million, or 12 cents per share, for the same quarter a year earlier.

Revenues were a company-record \$102.2 million, up from \$91.1 million in the year-earlier quarter.

For the full year 2012, the company reported net income of \$19.7 million, or 46 cents per share, which compares with \$23 million, or 58 cents per share, in 2011. Revenues were a company-record \$394.3 million, up from \$359.4 million in 2011.

The company said the net income decreases were primarily due to \$2.2 million in one-time costs related to the acquisition of Thomas Medical Products Inc. and \$1.5 million for a capital loss related to an investment in a privately held company.

Merit noted, however, that revenues from Thomas Medical were \$1.9 million for the last 12 days of December.

Merit Medical manufactures and markets disposable devices used primarily in cardiology, radiology and endoscopy.

“The fourth quarter of 2012 was a very busy quarter for Merit as we conducted due diligence, acquired Thomas Medical and initiated the transition process,” Fred P. Lampropoulos, Merit's chairman and chief executive officer, said in announcing the results. “Additionally, we prepared for the implementation of the new medi-

cal device tax. ... All in all, we had a very good sales year while we invested in a number of new products that we plan to introduce throughout the year.”

Extra Space

Extra Space Storage Inc., based in Salt Lake City, reported funds from operations (FFO) of \$48 million, or 43 cents per share, for the quarter ended Dec. 31. The EPS figure includes 2 cents in acquisition-related costs and 1 cent related to Superstorm Sandy. The FFO compares with \$34.4 million, or 35 cents per share, for the prior-year quarter.

Net income attributable to common stockholders totaled \$36 million, or 34 cents per share, which compares with \$16.3 million, or 17 cents per share, a year earlier.

For the full year 2012, FFO was \$169.4 million, or \$1.59 per share, which compares with \$115.8 million, or \$1.20 per share, in 2011.

Net income in 2012 was \$117.3 million, or \$1.14 per share, which compares with \$50.4 million, or 54 cents per share, in 2011.

Extra Space is a real estate investment trust that owns and/or operates 910 self-storage properties in 34 states; Washington, D.C.; and Puerto Rico. The company's properties comprise approximately 610,000 units. The company is the second-largest

owner and/or operator of self-storage properties in the United States and is the largest self-storage management company in the United States.

“Our operating fundamentals were strong this year, thanks to continued technological innovation, stable demand and virtually no new supply,” Spencer F. Kirk, chief executive officer, said in announcing the results. “The same store numbers for the quarter were amongst the best in our company's history. For 2013, market conditions remain favorable and our outlook reflects our confidence in our proven operating platform and our ability to continue to maximize every opportunity to increase stockholder value.”

ZAGG

ZAGG Inc., based in Salt Lake City, reported net income of \$200,000, or 1 cent per share, for the quarter ended Dec. 31. That compares with \$9.9 million, or 32 cents per share, in the year-earlier quarter. Pro forma net income was \$11.9 million, or 37 cents per share, compared with \$11.1 million, or 35 cents per share, a year earlier.

Net sales totaled \$87.5 million, up from \$67.5 million a year earlier.

For the full year 2012, ZAGG reported net income of \$14.5 million, or 46 cents per share, compared with \$18.2 million, or 63 cents per share in 2011.

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*Based on the Civic Economics 2012 SLC Indie Impact Study.



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Executive Lifestyle

My adventure in Disney World

Just got back from Disney World. In a word: immense.

During my life, I've been to Disneyland in Anaheim, Calif., a dozen times. This was my first time at Walt Disney World in Orlando, Fla. They are about as comparable as the Springville Art Museum is to the Louvre.

Today's Disneyland covers 300 acres; Walt Disney World 43 square miles. There are two theme parks at Disneyland — the additional one is The California Adventure, which sits where the old Disneyland parking lot used to be. You can walk back and forth from one into the other. Hence, the "park hopper pass." Disney World has four theme parks: Magic Kingdom, Epcot, Disney Hollywood Studios and Animal Kingdom. Walking from one to the other, and the other and other, would take all day, without actually taking any of the rides or viewing any of the sites at the parks. They also have two



Don Shafer

waterparks, Typhoon Lagoon and Blizzard Beach; plus five golf courses, 27 resort hotels and villas, including a campground, a variety of man-made lakes and ponds, the spring training facility of the Atlanta Braves and, yes, much, much more. Going from park to park requires the largest privately owned transit system in the world, consisting of buses, water taxis and the monorail.

The good news is: you can indeed get a "park hopper pass" at

Disney World. The more difficult situation would be actually covering it all in less than three weeks, whereas, you can do the Anaheim thing from top to bottom in two or three days.

Magic Kingdom Park at Walt Disney World can be compared to the whole of Disneyland in Anaheim. Many of the same rides and attractions are in both.

Epcot has two distinct areas: Future World, which features technological innovations; and World Showcase, which shares the culture and foods of 11 countries — Mexico, Norway, China, Germany, Italy, Japan, Morocco, France, the United Kingdom, Canada and the United States.

Disney's Animal Kingdom Park is the largest animal theme park in the world. Here you can encounter exotic animals and exciting adventures at a park that is home to more than 1,700 animals across 250 species. This park offers "Expedition Everest — Legend of the Forbidden Mountain," where you hurtle on a train through the

see SHAFER page 17

Four very different business books to add to your library this spring

(Editor's note: 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 and 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.)

Lean In: Women, Work, and the Will to Lead

By Sheryl Sandberg; Alfred A. Knopf

240 pages, \$24.95, Hardcover

The COO of Facebook, Sheryl Sandberg, is one of the most powerful women in business, and as such is a leader not only at the top of her organization, but also to other women in business. Neither is an easy role, and Sandberg gets criticized for her work in both



LEAN IN

WOMEN, WORK, AND THE WILL TO LEAD

SHERYL SANDBERG

spheres. (The amount of media chatter about this, her first book, is cacophonous.) But she also reaps the benefits, and is the first to say that her advantages are *exactly* what behooved her to write this book.

Lean In: Women, Work, and the Will to Lead is a pragmatic, and even sometimes anthemic, book that began as a TEDTalk in 2010. The same intelligent and intimate voice she employed in her talk drives this book as well. Sandberg doesn't hesitate to share from her life the stories and struggles she

see BOOKS next page

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BOOKS

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has both observed and experienced as one of the few women in such organizations as Google and Facebook — as well as during her time at the World Bank and the Treasury Department. From her seat on the front lines, Sandberg acknowledges the generally female-unfriendly culture of boardrooms, but makes a credible argument for women to take control of what they can change: themselves.

Lean In begins with a chapter titled, “What Would You Do If You Weren’t Afraid?” Sandberg believes that it is fear that causes women to undermine their own ambitions:

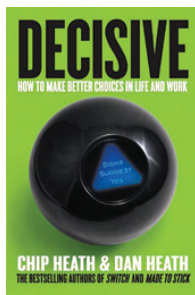
“Fear is at the root of so many of the barriers that women face. Fear of not being liked. Fear of making the wrong choice. Fear of drawing negative attention. Fear of overreaching. Fear of being judged. Fear of failure. And the holy trinity of fear: the fear of being a bad mother/wife/daughter.”

To nullify that fear, Sandberg compels women to “Sit at the Table,” “Don’t Leave Before You Leave,” and “Make Your Partner a Real Partner.” Every well-researched chapter focuses on one change of behavior that can shore up a woman’s will to strive. In “Seek and Speak Your Truth,” after a rather self-deprecating story about crying while talking with her boss Mark Zuckerberg about a personal affront, she hints at the way in which women make things harder for themselves than they need to. Often, women feel like they need to leave their home lives at home or their emotions tucked away, but Sandberg thinks that is not the case:

“It has been an evolution, but I am now a true believer in bringing our whole selves to work. I no longer think people have a professional self for Mondays through Fridays and a real self for the rest of the time. That type of separation probably never existed, and in today’s era of individual expression ... it makes even less sense.”

If the chapter titles and the passage directly above sound like some practical advice for all working people, it’s because it is. *Lean In*, despite being obviously directed toward helping women succeed, is, at its core, simply a book about success ... for both genders. And is, in fact, a book that can and should be read by both.

Decisive: How to Make Better Choices in Life and Work
By Chip Heath and Dan Heath,
Crown Business
320 pages, \$26, Hardcover



Each day, all day, we make decisions. Often, these many decisions are simple: what to wear, where to eat and how best to churn through the tasks on our to-do list. Sometimes the stakes are higher: how should we address an employee issue, should we make a career change, or do we stay the course with our business plan? In either case, we generally narrow the choices down to two solutions, create a mental list of pros and cons, and make our decision based on the results.

According to Chip and Dan Heath’s new book, *Decisive: How to Make Better Choices in Life and Work*, we’re doing it all wrong. Our gut instincts are loaded with bias, and the pros and cons we create — even though our intent is to be objective — are based on those biased gut reactions:

“Generating distinct options is even more difficult when our minds settle into certain well-worn grooves. Two of those grooves are common states of mind, studied widely by researchers, that play a role in almost every decision we make. One is triggered when we think about avoiding bad things, and one is triggered when we think about pursuing good things. When we’re in one state, we tend to ignore the other.”

Instead, the Heaths recommend building a process by which to make better decisions. To start, they quote Steve Cole, VP of R&D at HopeLab, who said, “Any time in life you’re tempted to think, ‘Should I do this OR that?’ instead, ask yourself, ‘Is there a way I can do this AND that?’” This kind of broader thinking about a situation is what the authors find an innovative, more risk-averse method of deciding what to do. From there, the Heaths explore a variety of process building scenarios: consider opposites, find previous solutions to the same problem, overcome short-term emotion, and more. And with each scenario, they present real examples of these processes (and their outcomes) in action.

Those who have read the Heaths’ previous books, *Made to Stick* and *Switch*, know they are great writers. Their books are filled with clever stories, detailed research told in a relatable way, and as a result, each page simply makes you think, and think more clearly. But what elevates their books above many others is that they operate both as “how-to”

guides as well as social insight. You can read them to change what you do or how you think, and in the process, you’ll understand the world a bit better. Because decision-making is one of the great challenges for leaders, entrepreneurs, and really anyone trying to manage a career, this book is an important one.

Stella Saved the Farm: A Wild and Woolly Yarn About Making Innovation Happen
By Vijay Govindarajan and Chris Trimble
St. Martins Press, 160 pages,
\$19.98, Hardcover

I was surprised to see that two of the most respected and knowledgeable business book authors writing today, Vijay Govindarajan and Chris Trimble, wrote a parable. The team — both faculty at the Tuck School of Business at Dartmouth — has previously written three more academic-leaning books together, and their 2012 book *Reverse Innovation* appeared on numerous best-of lists. So, why the parable now? Perhaps it’s because turning theory into story can reach an entirely new audience, as this book should.

Here’s the scenario: Animals have taken over running all the small “family” farms, and humans run huge factory farms. Humans, however, want to buy up all the smaller farms, and the animals want to prevent this because the worker-animals on the human farms are treated unfairly. On this particular farm, the (horse) CEO has moved on and bequeathed the running of the farm to his (horse) daughter, Deidre, who is (the

sheep) Stella’s mentor. Deidre’s promotion is a surprise and puts her at odds with the farm manager (a bull) who expected to take over for the late CEO, but was overlooked due to his more traditional approach to business.

Clearly the farm is in danger, and obviously there is a bad guy (human) who would like to snatch it up. This puts pressure on the farm to do some quick innovating.

They hold a contest, and Stella’s suggestion of introducing a new, rather “foreign” revenue stream to the farm is chosen as one of the changes. Drama (and lots of ground pawing) commences. Does Stella and her innovative idea save the farm? The authors suggest early on that just because the book is named after Stella doesn’t mean she actually did save the farm. Numerous other characters contribute to the attempts to innovate, so the suspense remains high to the end.

I’ll admit, as I was reading, I began to think about the independent bookstores we’ve seen wither under the assault of first the super-stores and now the online monolith, Amazon.

“Overall, Deidre determined, the farm was operating as efficiently as ever. That was the good

news. But prices for the farm’s products were dropping across the board, squeezing profits. If current trends continued, Windsor [farm] could be forced out of business in just a few years.”

In other words, I could relate — which is exactly what Govindarajan and Trimble set out to do with this parable. This tale enables the authors to share their theories of innovation with any reader who learns better or engages more intimately through story, even if the story features farm animals at the helm. Additionally, as I was reading, I started to come around to the idea that these animals (hooved, but able to type!) were actually fine representatives for those of us who feel handcuffed when fighting against companies with more money and more power.

Govindarajan and Trimble offer us an insightful little book laced with humor and clever little details that make for entertaining reading. Will you need to suspend disbelief that there are custom-made desks for horses? Yes, but you will not need to struggle through a lengthy academic thesis to access the pragmatic lessons the authors make clear through the struggles of this charming little farm. They also offer a list of review questions and ponderables at the end of the book to get you thinking about the many layers of lessons woven into the story. And this last section allows readers to become a very important part of the story.

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BOOKS

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Can't Buy Me Like: How Authentic Customer Connections Drive Superior Results

By Bob Garfield & Doug Levy, Portfolio

229 pages, \$25.95, Hardcover

It's a lousy cliché, but the instruction to "be yourself" is becoming an essential modus operandi for today's successful marketers. When social media arrived on the radars of advertisers and marketers, many said, "Oh goody, new media to purchase," and quickly filled up the cheap new real estate with the same old message: "We are great! Buy our stuff!" They were quickly dismayed by their inability to get results they were used to with this kind of messaging. In *Can't Buy Me Like*, Bob Garfield and Doug Levy provide the why and the wherefore to the essential follow up question: "What has happened to the audience we once controlled?"

"Welcome to the Relationship Era," they say, yet it won't feel like a warm welcome to many. They spell out the present and future (i.e., the death) of advertising. They tell us that googling "I love Satan" will elicit ten times more results than will "I love Citibank"



— 293,000 against 21,100, respectively.

But they have good news to share, as well, such as the growth Panera Bread has seen because of their choice to put people and relationships before profits — or rather, perhaps, because of their ability to drive profits through its people and relationships. Anecdotes and lessons such as these quickly override the negative and they continue throughout the book, inspiring something real inside us — maybe the understanding that business is, after all, personal. And these stories are exciting too, as we begin to dawn on the realization that in this new era we don't need to fret over the market research we can't afford. Good companies are winning, simply by being themselves.

The authors share MEplusYOU's "Brand Sustainability Map," a chart mapping customer trust and transactions across different types of relationships. It's a good way to measure your relationships with your customers, and the authors reveal

the most important part about it:

"Put aside the notion of investing in the research required to definitively plot your brand on the grid. What matters most is the very concept of the Brand Sustainability Map. Once you accept what it reveals, you will most likely be able to intuit with some accuracy where your brand sits, and in which direction it is headed."

Of course, multi-billion dollar companies will continue spending big money on marketing, but the good news is that it's not the *most important* thing anymore — relationships are. The book is full of stories about companies that soared in the Consumer Era and are struggling in the Relationship Era, and of companies now thriving in the Relationship Era. In many cases, these examples are of such ubiquitous brands that we can't help but see the immediate wisdom in the appraisal of the situation.

Garfield and Levy bring their decades of experience in advertising and brand analysis to (literally) lay out a map that companies can use to move toward more sustainable and profitable relationships with their customers. As they say, it's the concept itself that's essential, and once you've embraced it you're probably already moving in the right direction. Their book will point you there.

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The Twitter you may not know, but should

What's in a tweet? For most people it's a post and a prayer.

For me, it's value, information others can use, followers, reputation, image, re-tweets, customers, referrals, sales and money. Is that enough?

Twitter has the power to generate awareness, create value attraction, keep you or your brand at top-of-mind status and build relationships. Is that enough to get you to participate?

I want to share some advice about Twitter: I am not passing myself off as an "expert," and there is nothing to buy, and no free webinar to attend. These are just my observations and successes based on the past four years of my participation.

Here are my stats as of this writing:

My twitter handle is my name: @gitomer

Followers – 60,580

Following – 17,109

Tweets – 3,127

Average tweets per day – 4

Average links to view a video or an offer – 1 per day

Average number of re-tweets/favorites per day – 25-75 per tweet

New followers per day – 30-50

Here are the four things I recommend you do in order to really benefit from Twitter:

1. Have an objective and a strategy. Twitter is intended for you to inform with value, influence, brand and (on occasion) to converse or respond, not chit-chat. The value of your tweets will determine who stays with you and re-tweets you. When I see someone with 14,500 tweets and 285 followers, two words come to mind: no value. I often use the direct message feature to respond, rather than an open tweet – that's meaningless to everyone else.

2. Create a list of value-based tweets and subjects you intend to tweet about. Be prepared at least a week in advance. Keep a Twitter file that documents ideas and possible tweets. I tweet quotes from my books and thoughts that come to me during the day (or night). You can also re-tweet others if you believe it helps your followers.

Note: I try to leave at least 10 characters open, so that others can easily re-tweet me.

Note: If you re-tweet me or favor me, I'll follow you as a courtesy.

3. Approach followers of strategic value. You have an email list. Personally invite each person to follow you. In an email, tell each person about your Twitter participation, list a few of your tweets and ask them to follow you by clicking a link and the follow button. If you have 1,000 people on your list, and 250 follow you, it's a great start. Continue to send your tweets out weekly to the rest of the list, and re-ask them to follow you. This will take time, but the earning potential exceeds the stupid TV show you're watching.

4. Be consistent. Tweet every day, at least once a day.

Don't DM (direct message) me saying "Thanks for the follow." It's an annoying waste of my time and yours. Instead,

how about sending me the same kind of message I sent you – one of value? A message to make me think, make me smile or make me money. Insincere politeness and phony thanks make you sound like a bad flight attendant reading from a script into a bad microphone behind a wall.

Don't re-tweet the news. You are not the source. Originality counts – especially if it's valuable or thought provoking to your customers.

Your Twitter outreach is not going anywhere if:

- You talk with other people in superficial chatter more than 10 percent of your tweets.
- You re-tweet others more than 50 percent of the time.
- You fail to tweet your own thoughts.
- You have nothing but sales messages with a link to buy something.

• You're only trying to get people to "go here" to "read this" and "see my blog post" or "watch this video."

• Your tweet-to-follower ratio is out of proportion. You should have a maximum of one tweet for every 10 followers. 100 tweets = 1,000 followers. The lower the ratio, the better.

Here are the majors:

Major clue: Being re-tweeted is the key. My goal is 100 re-tweets a day.

Major opportunity: Photo and video is becoming commonplace. Do not abuse it. Show value, not your backyard BBQ.

Major faux pas: Your links better work – especially if they're to your website, your blog or other social media like LinkedIn.

Major idiocy: Please don't offer advice for sale, or call yourself an expert, if you don't have at least 50,000 followers.

I am amazed at how few sales professionals and sales leaders are not taking advantage of Twitter. It's a resource, it's a broadcast medium, it's a vital recognition tool, it's a reputation builder – and it's free.

Tweet that. I just did. At 7:30 a.m. In less than two hours I had nine new followers and 43 re-tweets or favorites that reached (influenced) more than 75,000 people. For free.

How's your morning going?

Want a list of my most powerful tweets? Go to www.gitomer.com, register if you're a first-time visitor and enter the word TWITTER in the GitBit box.

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

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Advice for young professionals

The only source of knowledge is experience. – Albert Einstein

As a young professional, one of the most difficult challenges you face today is a constantly changing work environment for which there is no established model of leadership.

Young professionals today have to demonstrate an entrepreneurial mindset if they are going to succeed in today's marketplace. They have to create their own opportunities.

First, let's discuss some of the myths or misconceptions young professionals may have acquired along the way and put them in perspective.

You are smarter than everyone else. Never operate on the assumption that you are smarter than everyone. Every person is smart in some way no matter how insignificant it seems, and it is up to you to learn from them and above all not be arrogant doing it.

You can behave at work just like you did at college. You know in day-to-day business that you cannot act like you did at college. But remember: this applies to any business function, especially when alcohol is served.

You will be liked by everyone. Work is not a fraternal organization. Not everyone will like you. Behave so that people will respect you. Respect will serve you better in the long run.

No one cares what you put online, and it is private anyway. Big mistake! There is no such thing as posting anything online – that includes email, texting, tweeting, pictures, etc. – that cannot be accessed by someone. Don't let anyone take a picture of you and post it online without your permission. All online activity is there forever; be smart about the Internet and Google yourself every few months to make sure what is online about you is positive.

You will be recognized and rewarded for almost everything. This was and is your parent's job, and I am sure they did it well. Work is different than home and unless your boss is your father or mother you will have to work hard and deserve the reward. Even then there is always the possibility there will be no reward.

Once you realize that these are myths and misconceptions, you can move to reality and enjoy the experience of learning, each and every day of your career.

The great thing about today's workforce is there are five generations working together. Each generation has something to teach you. You will learn by observation what to do and what not to do.

Your mission in life is to be an astute observer of each generation and learn from them.

As you do, remember this quote:

I have long since come to believe that people never mean half of what they say, and that it is best to disregard their talk and judge only their actions. – Dorothy Day

Watch and observe people, study their body language, how they make people feel, if they do what they say and walk their talk.

There are two types of people in the world. Those who enter a room and say, "Ah, here I am!" and those who enter a room and say, "Ah, there you are, I am so

glad to see you."

You will soon realize that your actions, the way you treat others, is of utmost importance. You will be judged by your actions. Remember that the smallest of actions will count a great deal over time.

Critically analyze your soft skills and know where you need to improve. Soft skills are critical to success and you must consistently demonstrate them.

Employers value employees who understand and possess a willingness to work hard. In addition to working hard it is also important to work smart.

This means learning the most efficient way to complete tasks and finding ways to save time while completing daily assignments. It's also important to care about your job and complete all projects while maintaining a positive attitude. Your work ethic is the most critical part of your job.

Doing more than is expected on the job is a good way to show management that you utilize good time management skills and don't waste valuable company time attending to personal issues not related to the job. Don't use company items for personal use. Most companies track employee personal use of company property. That includes your laptop and phone.

If you don't have a good attitude, we don't want you, no matter how skilled you are. We can change skill level through training. We can't change attitude. — Herb Kelleher, co-founder of Southwest Airlines

Figuring out if applicants have the technical skills to perform a job is relatively easy. You run a test and look at the numbers. What's more difficult is finding out whether a person has the personal characteristics that would make them successful and someone co-workers wouldn't go nuts working alongside.

Nearly half of new hires (46 percent) fail within 18 months of being hired, according to research in Mark Murphy's book *Hiring For Attitude*.

Why do so many fail? It's not a lack of technical skills (only 11 percent fail for that reason). Instead, 89 percent fail for attitudinal reasons – lack of emotional intelligence, coachability, motivation and temperament.

You can have both. And while most companies do a pretty good job measuring the hard skills, they fall down when it comes to measuring the soft stuff. That means workplaces are strewn with, as Murphy calls them, "talented terrors" – people who perform the job task exceedingly well, but are horrible to be around.

When people talk about communication skills, most people assume that means they way they speak. It is important to remember that communication only occurs when the receiver understands what you have said. Eloquence is only part of the equation. Learn to recognize when your message has been received the way you intended. Speak clearly, engage and value your listener. Asking questions and discussing your work tells people you like input, can verbally think through a process and that you value others' input. It also provides you with reality checks along the way.

see REDDICK next page



Jeffrey Gitomer



Ellen Reddick

REDDICK

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Self confidence is not arrogance. It is having pride in what you do, how you look, the quality of work you produce and the respect you show for others.

Please, thank you, I appreciate you, are golden words that people never forget. Use them often with sincerity.

Call people by their name. Everyone likes to be individually recognized and appreciated.

Rules of the Road

Be part of the solution. In any organization, it pays to be friendly and communicative with all your coworkers. But it is equally important to stay away from the gossip and backbiting that sometimes goes on in the workplace. We all need to be credible and honest. Nothing will undermine your efforts more than being a source of office gossip or negative talk. If you are in a bad situation organizationally, don't complain. The best thing you can do is step up your efforts to lead. Handling the situation in a focused and professional manner will cast you

in the most positive light with management. Rise to the top of any situation and lead out.

Everyone is in sales. As Daniel Pink says in his new book *To Sell Is Human*: "Whether we're employees pitching colleagues on a new idea, entrepreneurs enticing funders to invest, or parents and teachers cajoling children to study, we spend our days trying to move others. Like it or not, we're all in sales now."

My father was a commissioned salesman all of his life. He thought it was the most wonderful adventure in the world. He was proud of providing solutions, being a great resource to clients and having the entire world as his territory. Everyone he met was a new opportunity to provide a service and share with them his love of his product. He sold all forms of chocolate to candy and bakery manufacturers, so his adventures were endless. Selling was the way he lived his life and he made buying anything from him educational and fun. His clients knew he cared, had their best interests at heart and that his word was his bond. Don't ever think you are not a salesperson. Too many people

*Nearly half of new hires (46 percent) fail within 18 months of being hired, according to research in Mark Murphy's book *Hiring For Attitude*. Why do so many fail? It's not a lack of technical skills (only 11 percent fail for that reason). Instead, 89 percent fail for attitudinal reasons.*

will stop and make sure you know they are not a salesperson. It is a skill and an attribute to admire and master.

Trust matters. Trust is the one truly sustainable competitive advantage in business, yet all too often it is overlooked, ignored or misunderstood. People do business with people they trust. Clear and direct communication is the foundation of trust. Say what you mean while looking people in their eyes, and mean what you say.

Building trust comes from consistently demonstrating professionalism. You are always on time, prepared, appropriately dressed and groomed for the occasion,

gracious (make others feel comfortable in your company), respect everyone (you are nonjudgmental), present in the moment (people have your full attention), demonstrate leadership and are empathic.

Be A Good Team Member

For many businesses and organizations, teamwork is key to making progress. Knowing how to work within a group of peers will help you make a contribution and ensure that your voice is heard on each project you work on. It also fosters good feelings among the team, increasing productivity.

Respect your position on the team, the other team members and

the team leader.

As a young professional you may often ask yourself why these things are so important when you don't see them demonstrated by many of your co-workers. Demonstrating these soft skills in a professional way will set you apart and increase your value in the marketplace. You are building a reputation that will follow you for the rest of your life.

Ellen Reddick is principal and managing partner of Impact Factory Utah, which assists clients in achieving their performance and revenue objectives through leadership development, process improvement, teamwork and customer focus. As the national director of process planning and improvement for Lucent Technologies, she managed development of quality and process improvement, led major customer focused teams and functioned as an internal and external consultant and resource professional. In addition to consulting and writing, Reddick's qualifications include expertise with facilitation, process and quality improvements, the International Institute for Facilitation and Best Practices for Emotional Intelligence. She can be reached at 801-581-0369 or ellen@impactfactoryutah.com.

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SHAFER

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Himalayan Mountains trying to escape the clutches of the fabled Yeti.

Movie magic comes to life at Disney's Hollywood Studios. Step into the action with attractions and rides based on blockbuster movies and TV shows, and enjoy great entertainment that puts you on center stage. This park offers the animation of a movie set and features eight sections: Hollywood Boulevard, Echo Lake, Sunset Boulevard, Streets of America, Commissary Lane, Pixar Place, Mickey Avenue and Animation Courtyard. Take a stretch limo ride like no other on the Rock 'n Roller Coaster Starring Aerosmith, plummet 13 stories into the fifth dimension on the Twilight Zone Tower of Terror and enjoy the magic of a backstage tour.

If you stay at an onsite hotel in Walt Disney World, one of the theme parks will be open an hour early for you and another will be left open an extra two hours at the end of the day — which, by the way, will actually be early the next morning. Yes, you can go from 9 a.m. to 3 a.m. Gives me a headache just thinking about it.

And, by the way, if you do all of this on your own — book

your own flight, transfers, hotel and park passes — a family of four could easily drop \$8,000 to \$10,000 in one week. That includes \$100 per day per person for meals, which is conservative. I highly recommend calling a travel agent, who can book the entire package through a tour operator such as Funjet Vacations, Southwest Vacations, Delta Vacations, etc. for half that. The travel agency that sponsors my weekly radio travel show (Columbus Travel) has an exclusive package with Southwest Vacations including air, hotel, transfers and park passes for two adults and two children for less than \$2,700 (just add the cost of meals). Yes, some travel agencies actually get better prices than you can get by going directly to the tour operator. Why? Volume discount.

Just beware: you'll need to take a few days off to recuperate after your Walt Disney World vacation.

Don Shafer has been hosting radio travel shows in Salt Lake City for more than a dozen years, and was taught everything he knows by travel experts he has interviewed. Although some have called him "The Travel Doctor," he holds a Ph.D. in a totally unrelated field, religion.

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The University of Utah

Real Estate Section



“Influencing the success of the commercial real estate industry by advancing the achievements of women.”



Melissa McIntyre is a Senior Associate with CB Richard Ellis specializing in the leasing and sale of office properties. Melissa has been active in the Salt Lake City commercial real estate market for the last 20 years, representing clients in acquisition and disposition of office properties and Landlord and Tenant representation. Prior affiliations include GVA Business Properties Group, Trammell Crow Company, Price Development Company, Grubb & Ellis and Wallace and Associates.

Melissa has represented AT&T Broadband & Internet Services in numerous transactions including 200,000 square feet of build to suit space in the year 2000. She has also represented Merrill Lynch for over ten years in leasing over 50,000 square feet of office space throughout the Metropolitan Salt Lake area. Recent listing assignments have resulted in significant transactions completed with United Parcel Service, Wasatch Crest Insurance, Q-Lube, Cayenta, GSA, State of Utah, Franklin Resources and Scottrade.



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MEMBERSHIP: Melissa McIntyre (801)947-3974

SPONSORSHIP: Terese Walton (801)487-3236

www.crewutah.org

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OFFICE WAREHOUSE FOR SALE OR LEASE

5027 S. Commerce Dr. Murray, UT 84107



- 23,215 total sq. ft. available
- Lot size 1.01 acres
- Various size units available
- 1,835 minimum divisible sq. ft.
- Available build-to-suit option for a full office conversion
- Murray City Mixed-Use zone
- Close to I-15, TRAX, & Intermountain Medical Center
- Lease Pricing: \$.75 NNN Office / \$.50 NNN Warehouse
- Sale Price: \$1,200,000

ADVENT

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801-433-2480 www.adventut.com

Northgate
BUSINESS PARK

Ben: 801-891-6927
James: 801-891-6932

\$165 and up



Private office available 8 blocks from downtown city center. Located your business in the Northgate Business Park complex. Currently home to over 80 different companies.

Absolutely the best deal in town!

Amenities Include:

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

Don't be left out

Have your business included in next year's Book of List.

Up Coming Lists:

- | | |
|--------------------------------------|--|
| Commercial Real Estate Firms | Meeting Facilities |
| Commercial Property Management Firms | Salt Lake CBD Restaurants |
| Major Utah Office Parks | Hotels |
| Trucking Companies | Temporary Staffing Firms |
| Truck Dealers | Copier, Printer, and Fax Dealers |
| SBA Lenders | Office Furniture Dealers |
| Sustainable Design Firms | I.T. Risk Management Solution Providers |
| Law Firms | Oil, Gas, and Energy Companies |
| Travel Agencies | Printing Companies |
| Banks | Coal Mines |
| Credit Unions | Video and Film Companies |
| Accounting Firms | Hospice Agencies |
| Colleges & Universities | Data Storage Centers |
| Hospitals | Senior Care & Assisted Living Facilities |
| Vision Centers | Venture Capital Firms |
| Technology Companies | Publishing Houses |
| Commercial Insurance Agencies | Design Firms |
| Group Benefits Companies | Advertising Agencies |

BOOK *of*
LISTS
2013

For more information contact
Ann Johnson
801-533-0556 ex. 207
ann@slenterprise.com



COMMERCIAL DIVISION

1414 E. Murray Holladay Road
801-278-4414

HIGH END OFFICE CONDO FOR SALE
7370 S. CREEK RD #204A



For Sale: \$275,000

- High End Designer Finishes
- 2,268 Total SF (1,536 SF Office, 732 SF Storage)
- Custom Paint & Marble Tile
- Great for Owner/User or Available For Lease or Lease Option. Current Tenant on Month to Month Lease.

Kym McClelland
801-573-2828

OFFICE CONDOS-2 SPACES LEFT!!
3895 W. 7800 S.-West Jordan



Lease Rate: \$12.50 NNN
1,200 -1,372 RSF USF



- Across From Jordan Landing & Bangerter Hwy
- High End Finishes
- Light & Open

GEORGE RICHARDS, CCIM 801-631-9963

Ideal Retail/Office Location!



1750 W 5000 S

Lease Rate: \$1,550/mo.
Cam Charge: \$150/mo.
SqFt: 2,000

Anchored by General Army, Prime Redwood Rd Location, Easy Access to I-15 & I-215

SUE MARK 801-580-2378

Millcreek Professional Building



3920 South 1100 East

For Lease: \$15/Full Service

Great Location on the corner of 3900 South & 1100 East across from St Mark's Hospital

- Interior/exterior & landscaping completely upgraded
- Dedicated Free Parking
- Tenant Improvement Allowance
- 17,179 SqFt Available-Call Agent For Details



George Richards, CCIM
801-631-9963



FIRST MONTH FREE RENT!!!

1459 East 3900 South



Lease Rate: \$12.50 NNN

- 2,000 Square Feet
- Private Atrium Entrance
- Main Floor Loading Dock
- Plenty of Off Street Parking

Barry Brinton
801-694-0243

Crystal Richardson
801-641-5687

Exclusive Office Space For Lease/Sale
2091 E 4800 S (Murray Holladay Rd)



For Sale: 10,800 SqFt, \$975,000

For Lease: 2,000 SqFt, \$14-Full Service

- Beautifully Remodeled
- Highly Visible Location
- Free Surface Parking

Kym McClelland
801-573-2828

OFFICE CONDO FOR SALE OR LEASE



5292 s. College Dr. #101 (500 W)

For Sale: \$1,295,000 For Lease: \$13.50/NNN

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

George Richards, CCIM 801-631-9963



Bountiful Office For Sale
144 North 100 West



\$189,900

- 1,516 SqFt
- Private Reception Area
- 2 Rooms For Offices
- Large Break Room
- 2 Bathrooms
- Open Copy & File Room
- ADA Compliant



Crystal Richardson -801-641-5687

Naylor Farm Office Building
3823 West 9000 South



Lease Rate: \$14.00 - NNN

- 4,435 Square Feet—Can Be Divided
- Will Be Built out To Meet Your Needs
- Close to Redwood Road, Bingham Highway, and Bangerter Highway
- Next Door to Naylor Shopping Center

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

Warehouse/Office For Lease
3555 South 700 West 4D



- 4,000 SF Warehouse
- 1,000 SF Office
- 3 Offices
- Reception Area
- 12 x 14 Door
- 18' Ceilings
- \$2,500/Month

GEORGE RICHARDS, CCIM 801-631-9963

Centrally Located Office Condo
1345 East 3875 South #204



- 1,316 Sq. Ft.
- Medical Dental Usage

For Sale: \$170,000

GEORGE RICHARDS, CCIM 801-631-9963

SR-154



FOR SALE - Undeveloped Commercial Land

- 13735 So. Redwood Road
- Approx. .96 of an acre
- Undeveloped Land
- 140 ft. of frontage road on Redwood Rd.
- 2 parcels: 252002 & 252003
- \$334,999

Robynne Maxfield, GRI 801-971-7088



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

Bijan Fakhrieh
801-918-9000



ADVENT

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OFFICE SPACE

FOR LEASE

Cedar Park

**5280-5288 S. COMMERCE Dr.
Murray, UT 84107**



PROPERTY HIGHLIGHTS

- \$12 to \$14 psf modified full service
- Located east of I-15 off of 5300 South
- 600 RSF up to 11,500 RSF
- On-site property management
- Newly renovated common areas
- Common break rooms in each building
- Large common conference room
- UTOPIA high speed internet available
- 4/1000 parking ratio
- CALL FOR SPECIALS & BROKER INCENTIVES

Professional Plaza

**515 - 575 E. 4500 S.
Salt Lake City, UT 84107**



PROPERTY HIGHLIGHTS

- \$12 to \$14 psf modified full service
- Located minutes from I-15
- Surrounding amenities
- 378 RSF up to 1,646 RSF
- On-site property management
- Specialty dental suites available
- Tenant improvements available
- 4/1000 parking ratio
- CALL FOR SPECIALS & BROKER INCENTIVES

RICK BENNION 801.455.2868

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Long before Hillary decides for 2016, scandal trolls are coming back

By all accounts, Hillary Rodham Clinton has not yet decided whether to seek the 2016 Democratic presidential nomination. But the prospect of her candidacy, combined with her undeniable popularity, is agitating certain commentators so deeply that they simply cannot withhold their bile.

Consider the reaction of David Frum, a former Bush White House aide who often writes for the *Daily Beast/Newsweek*, CNN and other outlets about his dissatisfaction with the Republican Party. Frum can be both candid and thoughtful, although his latest attempt to justify the deceptive campaign leading up to the disastrous Iraq occupation seemed weak and inappropriate, even a bit cowardly.

Like so many conservatives of his cohort, Frum was no foreign

policy expert. He made his right-wing bones in relentless “scandal” attacks on the Clinton presidency, eagerly appearing on television to spout the daily stream of angry nonsense. Unlike some who participated in that long, nasty jihad, he still has not accepted the national verdict on the Clintons.

Sounding today like a manic concern troll, Frum writes worriedly that her candidacy would “reopen embarrassing ethical disputes” from her years as First Lady. “One particular quarrel that a Hillary Clinton nomination would bring forward is the quarrel over the ethical standards of the Clinton White House — and, maybe even more, of the Clintons’ post-White House careers.” Evidently Frum thinks that Bill Clinton shouldn’t

have earned millions delivering speeches while his wife served as Secretary of State — neglecting to mention that the Obama White House carefully vetted every dollar he had earned before sending her nomination to the Senate.

Such insinuations — devoid of any factual basis or reporting effort — reflect the customary intellectual standards of the old Clinton crazies. The obvious purpose is to evoke a shadow of scandal, without fulfilling the burden of a serious accusation.

At this point, someone will inevitably wag a finger and mention “Lewinsky.” And true, there was Monica Lewinsky. Guilty of an extramarital affair that he attempted to conceal, Bill Clinton paid a heavy price for his impulsive misconduct. And despite an astonishing torrent of accusations, including every conceivable crime, he was guilty of nothing more.

As for Hillary, every allegation against her — from Whitewater to “Filegate” to “Travelgate” and so on — simply evaporated under tens of millions of dollars worth of prosecutorial scrutiny. It is easy to forget that Kenneth Starr, the Republican-appointed special prosecutor, and his successor Robert Ray, spent upwards of \$50 million on their pointless investigations, victimizing many wholly innocent Arkansans.

The investigation’s moral denouement came in February 1997 — following Clinton’s second inauguration — when Starr announced that he would resign to pursue a sinecure at right-wing-funded Pepperdine University. He had confided to gullible reporters only weeks earlier that he was about to indict Hillary Clinton, but the obvious truth was that his effort to derail the Democrat’s re-

election had failed.

This was one of the most disgraceful episodes in the history of American law enforcement and jurisprudence, with an “independent counsel” extending and expanding a hollow probe for blatantly partisan purposes. More honest journalistic veterans of the anti-Clinton crusade have looked back on their participation with regret.

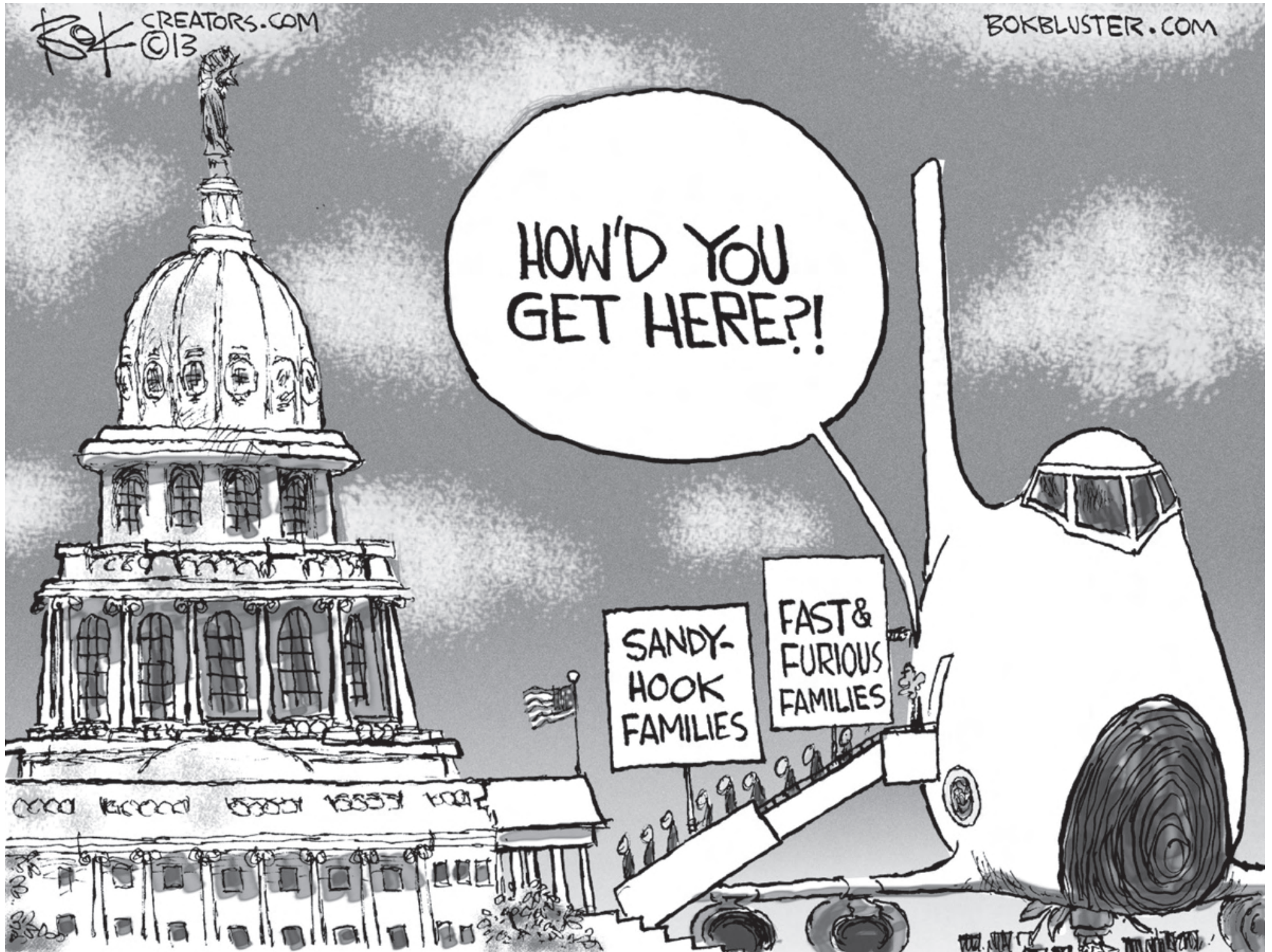
But just as we can expect to hear repeated justifications of the horror of Iraq, so we can anticipate more of the same old scandal slime, if and when Hillary runs. Based on past performance — as Frum might say — that won’t intimidate her or her husband.

Joe Conason is editor in chief of nationalmemo.com.

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Joe Conason



'Proportional' response

Since when has it been considered smart to tell your enemies what your plans are?

Yet there on the front page of the April 8 *New York Times* was a story about how unnamed “American officials” were planning a “proportional” response to any North Korean attack. This was spelled in an example: If the North Koreans “shell a South Korean island that had military installations” then the South Koreans would retaliate with “a barrage of artillery of similar intensity.”

Whatever the merits or demerits of such a plan, what conceivable purpose can be served by telling the North Koreans in advance that they need fear nothing beyond a tit for tat? All that does is lower the prospective cost of aggression.

When the Japanese bombed Pearl Harbor, should we have simply gone over and bombed a harbor in Japan? Does anyone

think that this response would have stopped Japanese aggression? Or stop other nations from taking shots at the United States,

when the price was a lot lower than facing massive retaliation?

Back before the clever new notion of “proportional” response became the vogue, our response to Pearl Harbor was ultimately Hiroshima and Nagasaki. And Japan has not attacked or even threatened anybody since

then. Nor has any war broken out anywhere that is at all comparable with World War II.

Which policy is better? There was a time when we followed the ancient adage “By their fruits ye shall know them.” The track record of massive retaliation easily beats that of the more sophisticated-sounding proportional response.

Back in ancient times, when Carthage attacked Rome, the Romans did not respond “proportionally.” They wiped Carthage

off the face of the earth. That may have had something to do with the centuries of what was called the Pax Romano — the Roman peace.

When Argentina invaded the Falkland Islands in 1982, the British simply sent troops to take the islands back — despite American efforts to dissuade Prime Minister Margaret Thatcher from doing even that.

For more than a century since the British settled in the Falkland Islands, Argentina had not dared to invade them. Why?

Because, until recent times, an Argentine attack on a British settlement would be risking not only a British counterattack there, but the danger of a major British attack on Argentina itself. That could mean leaving Buenos Aires in ruins.

Today, Argentina’s government is again making threatening noises about the Falkland Islands. Why not? The most the Argentines have to fear is a “proportional” response to aggression — and the

Obama administration has already urged “negotiations” instead of even that. When threats are rewarded, why not make threats, when there are few dangers to fear?

Can you think of any war prior to Iraq and Afghanistan where the United States announced to the world when it planned to pull its troops out? What has this accomplished? “By their fruits ye shall know them.” What have been the fruits?

First of all, this constant talk in Washington about not only pulling out, but announcing in advance what their pullout timetable was, meant that Iraqi political leaders knew that a powerful Iran was on their border permanently, while Washington was a long way away and intended to stay away.

Should we be surprised that the Iraqi government has increasingly come to pay more attention to what Iran wants than to what Washington wants? Once more, vast numbers of American lives have been sacrificed win-

ning victories on the battlefield that the politicians in Washington then frittered away and turned into defeat politically.

What about other countries around the world who are watching what the American government is doing? Many have to decide whether they want to cooperate with the United States, and risk the wrath of our enemies, or cooperate with our enemies and risk nothing.

There is no need to respond to a North Korean artillery barrage by wiping North Korea off the map. But there is also no need to reassure the North Koreans in advance that we won’t.

What announcing the doctrine of “proportional” response does is lower the price of aggression. Why would we want to do that?

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

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Thomas Sowell

Metals Manufacturing Company
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Metals Manufacturing Company wanted to reduce energy costs and also improve lighting for employees at their West Valley City facility. Utilizing our FinAnswer[®] Express program, they were able to use cash incentives to help purchase and install new energy-efficient fixtures and lighting. MMC saved on the retrofit and will continue to save on energy costs for years to come. Your business can too by upgrading lighting,* HVAC, compressed air systems and more. To learn more call 1-800-222-4335, a participating vendor or visit wattsmart.com.

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Let's turn the answers on.

Pictured from left: Dave Spalding, Rocky Mountain Power community manager with Stan Tschaggeny and Ross Tschaggeny, Metals Manufacturing Company.