

Focus

REAL ESTATE

Section F

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Freeport West recently broke ground on ARA, a 2.3-million square-foot industrial complex just off the 2100 South frontage road in West Valley City — shown in this artist's concept illustration. The builders expect initial occupancy in 2015.

Development begins on large West Valley industrial complex

John Rogers
The Enterprise

Utah's Freeport West has broken ground on a 2.3 million-square-foot industrial complex in West Valley City. The development — projected to bring 3,000 new jobs to the area — will consist of industrial storage, warehousing and distribution space. The project has been dubbed ARA by the developers.

"With this new industrial campus enterprise, we are adding capacity for new

large-scale storage, warehousing, distribution, office and showroom space within the Wasatch Front where it has been tapped out," said Bradley J. Ross, Freeport West executive managing director. "The origin of the name ARA means 'brings rain.' It describes the remarkable opportunity the property affords for attracting the world's largest manufacturers and distributors to our state and creating thousands of new jobs locally."

Freeport West, a large commercial real

see ARA pg. 5

Optimism takes dip with Utah's consumers

Consumer attitudes in Utah dipped in May for the first time since last fall, according to the recently released Zions Bank Utah Consumer Attitude Index (CAI).

The index fell 6.6 points to 96.3 from April to May — the first decrease since last October. Meanwhile, the national Consumer Confidence Index rose 1.3 points to 83.0 from April to May.

Despite the drop, Utahns are still confident in the state's economy. The CAI is up nearly 20 points over the past year. Zions attributed the April-to-May decrease primarily to lower expectations for the trajectory of the economy. Specifically, residents' expectations for both business conditions and household income fell slightly.

"Consumer attitudes dipped slightly this month as Utahns tempered their enthusiasm about the state's economic trajectory," said Scott Anderson, president and chief executive officer of Zions Bank. "Before we become too concerned, though, let's remember that consumer attitudes are still near historic levels. We have a remarkably low unemployment rate, and our housing market is thriving. This is merely a bump in the road, and we expect attitudes, and subsequently the state's economy, to continue to march higher in the coming months."

The percentage of Utahns who think business conditions will be better six months from now declined from 31 percent to 29 percent, while the percentage of Utahns who think business conditions will be worse six months from now increased from 6 percent to 10 percent.

see CAI pg. 14

Officials expect huge economic impact if prison moves

Brice Wallace
The Enterprise

The relocation of prison facilities from Draper to elsewhere in the state would mean huge development at two locations: the site of the new prison and the site of the current one.

Members of the legislature's Prison Relocation Commission recently said that if the state decides to relocate the prison, it should be accessible to employees, volunteers, inmates' families, medical facilities and courts. And representatives of MGT

of America Inc., a Texas-based consulting company, told the commission at its May meeting that selecting a site for a new prison would be comparable to doing so for a large school campus, medical complex, business or industrial park.

MGT also said that redevelopment of the current 680-acre prison site would result in an annual economic benefit of over \$1.8 million, with annual state and local tax revenues reaching \$94.6 million.

MGT was hired to develop a master plan and programming for the potential relocation of the prison by the Prison Relocation and Development Authority (PRADA),

which had two iterations before being succeeded by the Prison Relocation Commission.

The commission wants to have recommendations for a specific location or locations for a new prison to the legislature for the 2015 general session.

At the May meeting, MGT presented several options for prison expansion — including possible expansion of the Central Utah Correctional Facility in Gunnison and expansion of county jails to accommodate

see PRISON pg. 5



Economy benefits from credits, exemptions

Brice Wallace
The Enterprise

Various tax credits and exemptions are helping the state's economy, according to speakers at the recent Utah Taxes Now Conference.

Among those are a tax credit for companies employing the homeless and various manufacturing, mining and steel mill sales tax exemptions, they said.

HB140, passed in this year's general legislative session, provides a tax credit for employment of homeless people. The bill's sponsor, Rep. Brian King, D-Salt Lake City, noted that it was a bill three years in the making.

Participating companies must work through the Utah Department of Workforce Services, which will administer the tax credits. Each homeless person hired and employed for at least nine months qualifies the company for a \$2,000 credit.

The goal is to employ people "coming out of periods of homelessness," King said. "We're not talking about hiring individuals who are sleeping under the

bridge."

Instead, it is aimed to help people who, due to temporary circumstances, have ended up without a home and are getting back to renting or owning their own home, he said.

Those people are "quite frankly, stigmatized," King said.

"These are folks who oftentimes have the ability, the background, the skills to do good work, but when you find out what their immediate past has been — they don't have a permanent housing address, for example — employers have a tendency to go, 'I think we'll take a pass on this. I think we'll go to the next candidate,' because, as you know, at least coming out of the Great Recession, there were plenty of candidates and they could easily say, 'Why take a risk on someone who's homeless or who has been homeless?'"

"If we provide incentives for businesses to do more hiring, to bring more people on their work rolls and bring more people who are not currently taxpayers into the system whereby instead of taking benefits to support themselves and their families, they're able to con-

tribute to the economy in a positive way, that's definitely a stimulus to our economic growth and economic future."

Steve Young, a tax attorney with Holland & Hart, listed several sales tax exemptions that have boosted the manufacturing and mining industries, among others. What began in 1986 as an exemption for manufacturing equipment was expanded a decade later to normal manufacturing operating replacements, in 2006 expanded to cover repair parts and expanded in 2008 to cover mining equipment.

"We've learned one of the great principles of economic development, which is if you exempt business inputs, especially for manufacturing and mining industries, you'll get a whole lot more economic development and tax revenue to your state through the business outputs that come out the other side," Young said.

The most recent legislative session featured tweaks to several exemptions, including one clarifying the mining exemption to the legislature's original intent.

"We realized the second principle, which is, you can't give industry head fakes," Young said. "We love them from (Jazz player) Gordon Hayward; we hate them in the tax world. If you tell the industry you're going to give them an exemption, you have to give it to them."

Supporters have fallen short in getting approval for a bill that would provide for a tax exemption for consumables. It would apply for materials used in manufacturing or mining that have less than a three-year life. Currently, such an exemption exists only for steel mills and semiconductor facilities.

"We tried this year in SB119 with Sen. [Stuart] Reid [and] couldn't quite get it done," Young said. "But it's a high priority for the legislature and the industry, and we'll continue to work hard so that we can continue to produce that golden goose of a great economy in the state of Utah."

The Utah Taxes Now Conference is an annual meeting sponsored by the Utah Taxpayers Association, Chevron and the Workers Compensation Fund.

Mining Hall of Fame tabs Kennecott's Frank Joklik

The National Mining Hall of Fame and Museum has named Utahn Frank Joklik as member of its 2014 class of inductees.

Joklik was cited for his contributions in exploration, project development and operations management as Kennecott president and chief executive. According to the hall's release, "Günther Franz (Frank) Joklik did much to strengthen Kennecott as a company and assisted in restoring the competitiveness of the U.S. mining industry."

In addition to Joklik, the 2014 inductees include gold miner Harry Conger III of Homestake Mining in South Dakota, ecology leader Ellen Swallow Richards and mining technology pioneer Alfred Weiss. They will be honored at a banquet in September.

Paul C. Jones, chairman of the Hall of Fame said, "Again this year we are honored to be able to induct an outstanding group of deserving individuals who have made exceptional contributions to the mining industry in the United States. Included are two 'living' inductees who have made significant contributions to management in the industry. One inductee was the first female graduate from the Massachusetts Institute of Technology, its first female faculty member and the first female member of AIME who had an outstanding career as a mineral investigator in the United States. Another inductee was a lifetime innovator in bringing digital technology into common use in our industry. Each of our 2014 inductees made significant and lasting contributions to our industry and are well deserving of becoming a member of the National Mining Hall of Fame."

The soft-spoken Joklik successfully led Kennecott through drastic cost reduction measures in the early 1980s and the re-opening of its Utah mining operations in 1986 after falling copper prices had forced the company to shut down operations in 1985. He championed the much-needed modernization of the Bingham Canyon operations and led the diversification of the company into coal and precious metals.

Joklik was born in Vienna,

Austria, in 1928 and his family immigrated to Australia in 1938, where he grew up. Some of his formative years were spent in the Australian Outback, where the aboriginal people taught him to use a hunting boomerang with deadly accuracy. He attended the University of Sydney where he received a BS and a Ph.D. in Geology. In 1953, he came to the United States as a Fulbright Scholar at Columbia University.

Joklik began his career with Kennecott in 1954 as an exploration geologist. He was responsible for mineral projects in Canada and the United States, based first in Quebec and then at Kennecott's headquarters in New York City. After 10 years, Joklik left Kennecott and returned to Australia with AMAX Inc., where he managed the early development of the Mt. Newman iron ore deposits. With AMAX, he reached the position of corporate vice president before returning to Kennecott in 1974. He became president of Kennecott in 1980. Kennecott was purchased by RTZ Corp. PLC in June 1989 and Joklik continued on after the purchase as president and CEO.

Joklik's leadership in the mining industry did not end with Kennecott. In 1995, he took on the position of president and CEO of MK Resources Co. The company's primary asset was the Las Cruces copper deposit in southern Spain. Joklik was visionary in demonstrating the viability of the Las Cruces project and assuring its development. He then played a key role in crafting the transaction whereby MK's parent company was able to successfully sell 70 percent of the project in 2005, thereby assuring the financial arrangements for its construction and start-up in 2009. Joklik retired from MK Resources with the successful sale of the Las Cruces asset in 2005.

Joklik has received numerous awards and recognitions for his contributions to the mining sector as well as civic and charitable organizations. He is a member of the National Academy of Engineering and served as a director of the American Mining Congress. An avid skier, he also served as chairman of the 2002 Olympic Winter Games Committee, which successfully brought the winter games to Salt Lake City.



Frank Joklik

TECHNOLOGY POSITIONS

Company	Adobe, Inc.
Location	Lehi, UT
Position Type	Full Time

Adobe Systems, Inc. seeks applicants for the following F/T positions at its Lehi, UT worksite: Web Technologist (#29660) Deploy code updates to staging & production infrastructure; Reqs: MS or Equiv. & 3 yrs exp or BS or Equiv. & 5 yrs exp. AEM Senior Field Applications Engineer (#29689) Utilize Adobe CQ Adobe Exp Mgr (AEM) SW based solutions to provide input into estimating AEM engagement activities; Travel up to 75%; Reqs: MS or Equiv & 3 yrs exp or BS or Equiv. & 5 yrs exp. Software Engineer (#29696) Integrate statistical computations into existing SW products through integration of advanced programming; Reqs: MS or Equiv. Member of Technical Staff (#29698) Develop and test cloud based web applications and services for photo management software applications; Reqs: MS or Equiv. Senior Platform Engineer (#29711) Provide Master Data Management (MDM) configuration and implementation via Workbench; Reqs: MS or Equiv & 1 yr exp. Software Engineer (#29704) Take product from concept through to large scale production using agile development disciplines; Reqs: BS or Equiv & 5 yrs exp. For job-specific education and experience requirements, please visit www.Adobe.com, careers page and search by Job Code. To apply, applications must indicate Job Code and mail resume and cover letter to: Adobe Systems, Attn: Arlene Batten, 345 Park Avenue, San Jose, CA 95110. Principals only. EOE.

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Be aware of subtle changes in workplace gun laws

Brice Wallace
The Enterprise

Know the laws about banning guns in the workplace? If you weren't paying attention, you might not have caught a change in Utah's statutes that was passed by the legislature earlier this year.

Utah law allows employers to ban firearms on company premises but does not require it. Generally speaking, since 2009, laws prohibit employers from having policies or rules prohibiting a person from bringing or storing a firearm in a vehicle on property designed for company parking. But the firearm must be locked securely in the vehicle or a container attached to the vehicle while the vehicle is unoccupied and the firearm is "not in plain view" from outside the vehicle.

Derek Langton, a shareholder and a member of the Employment Law practice group at Parsons Behle & Latimer, recently told a seminar crowd that the law

got a tweak at this year's legislative general session. Companies now can prohibit guns in vehicles in their parking lots, but only if the company provides or there is otherwise available "reasonably proximate" alternative parking for people who want to have a firearm in their vehicle, and that parking must be free.

Companies also can ban guns in vehicles in their lots if there is a secured and monitored storage location where the person may store the firearm before proceeding with the vehicle into the secured parking area.

The 2014 bill created "a lot of tension," Langton said at the 26th annual Employment Law Seminar, sponsored by his firm. "And that tension has been going on for decades and will go on for decades to come," he said. "That's the real fight, between the Second Amendment and the right of private property owners to do what they want with their own property."

But Langton noted that the Second Amendment does not

come into play in workplace circumstances because it is about government power, not what goes on in the private sector.

From a federal standpoint, the Occupational Safety and Health Administration (OSHA) requires employers to provide employees with a workplace free from recognized hazards, but firearms are not a recognized workplace hazard, Langton said. OSHA, he added, has never issued any standard regarding firearms in the workplace.

Likewise, Utah neither prohibits or expressly allows excluding guns from businesses premises other than parking lots. "So, until the legislature tells us otherwise, if you choose to exclude guns inside the building, you can," Langton said. "You should post it [to] make it clear that you don't allow it."

Langton suggested that companies incorporate teachings about the Utah statutes as part of their policies regarding violence. Companies wanting to exclude guns from their parking lots should specify the area "designated for

motor vehicle parking" and advise employees where they can park if they want to keep guns in their vehicles.

If a company relies on a public street or public parking for employees wanting to keep firearms in their vehicles, the street or lot must be "reasonably proximate" to the company's parking lot and it must be free, he added.

At the heart of gun bans is the intent to reduce or eliminate gun use during workplace violence. Langton said the most recent data available, from 2010, indicates there were nearly 17,000 non-fatal assaults and violent acts in the workplace in the U.S.

"It's just a huge issue and we see it day in and day out. We saw it at Sandy Hook, we saw the thing at Fort Hood. Within (recent weeks), we saw the thing at FedEx where the guy gunned down a whole bunch of people before killing himself," he said.

"I remember years ago, we used to use the expression about 'he's going to go postal.' I don't know that my kids would even know what that means anymore. Now, it would probably be, 'oh, he went all FedEx on us.' It's commonplace."

Interline buys Canadian DVD rental kiosk company

Interline Resources Corp. (IRC) has acquired QUICKflickUSA Inc., a DVD rental kiosk company. Under terms of the agreement, IRC will acquire 100 percent of the outstanding equity of QUICKflick in exchange for 60 million restricted shares of the company's common stock.

Founded in 2007, QUICKflick has become the leading DVD

kiosk operator in Canada, doing business with major retailers that included Canada Safeway, 7-Eleven Canada and Rexall Drug Stores. Population density led the management team to concentrate its efforts in the United States, where it has over 30 DVD kiosk locations in Texas alone.

Tim Regnier, president and COO of IRC, said, "We've now

gained a strong entry into the highly attractive business of automated retail. The strategic acquisition of QUICKflick has the potential to be the platform for the expansion of automated retail delivery of products we envision. Automated retail is driving the growth of the retail industry; QUICKflick has the experience and the vision to create multiple kiosk platforms."

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New USTAR executive director named

Following an exhaustive search — and consideration of more than 140 applicants — the Utah Science and Technology Research (USTAR) initiative and Gov. Gary R. Herbert have named Ivy V. Estabrooke as executive director for the organization.



Ivy V. Estabrooke

She replaces former executive director Ted McAleer, who stepped down in January. Estabrooke's appointment has been confirmed by the Senate and it is expected she will begin her transition into the position in June.

Estabrooke has been serving as the program officer for basic research in the Expeditionary Maneuver Warfare & Combating Terrorism Department at the Office of Naval Research (ONR). While at the ONR, she managed a high risk/high payoff research portfolio, including innovative neuroscience programs and cutting

edge social and computational science programs. She has also developed and implemented a strategy for examining emerging technology areas. Estabrooke also led the department's efforts in support of Science Technology Engineering and Mathematics (STEM) education and managed a multi-million dollar yearly investment in the Sciences Addressing Asymmetric Explosive Threats basic research efforts for the ONR.

"We are pleased to welcome Ivy to this position and to Utah," said Greg Bell, chairman of the USTAR Governing Authority. "Her extensive experience in science and technology research will enable her to further implement USTAR's core mission of promoting world class research which can be commercially developed by Utah entrepreneurs and Utah workers."

Estabrooke was interviewed by Gov. Herbert as well the Governing Authority of USTAR. Although the decision to hire Estabrooke was made before the May 13 effective date of Senate Bill 62 (SB 62), the USTAR board felt it was important to closely follow the spirit of the legislation. SB62 requires that the executive director of USTAR be appointed by the governor, in consultation with the Governing Authority, and be confirmed by the Senate.

"We look forward to ushering in a new era of collaboration between USTAR and the state legislature and are confident that Ivy is the best person to foster and nurture this important relationship," said Bell.

Estabrooke is a cognitive neuroscientist by training, with technical expertise in psycholinguistics, pharmacological interventions and statistical modeling. She earned her Ph.D. in neuroscience from Georgetown University, an MS in National Security Strategy and Resource Management from the Eisenhower School of the National Defense University and a BA in Biological Sciences from Smith College.

Securities Commission makes first-ever whistleblower award

The Utah Securities Commission has approved its first-ever whistleblower award, \$15,000 to St. George financial advisor LaMond Syphus, for his actions in reporting investment fraud to Division of Securities investigators that resulted in criminal charges.

Syphus told Division investigators that a potential client, a recent widow, had come into a large sum of money. Based on his conversations with her about Richard Loveday, Syphus concluded that the woman was a target of fraud. Loveday, a Canadian national, convinced the woman to give him payments totaling \$100,000 by claiming he would invest her money in a safe place with high returns. Investigations showed that he spent the sum on personal expenses instead. Loveday currently faces felony criminal charges for securities fraud, theft and communications fraud.

"The Securities Commission applauds the actions of LaMond Syphus, whose keen instinct led him to contact division investigators with concerns about this widow's investment," said Erik A. Christiansen, chairman of the Utah Securities Commission. "We rely on our securities licensees statewide as the first line of defense in assisting the Division of Securities in their fight against financial fraud."

Senate Bill 100, the Securities Fraud Reporting Program Act, passed during the 2011 Utah legislative general session. The statute created a reward program for individuals who provide original information to the Division of Securities that leads to a successful enforcement action for securities fraud or other violations of Utah's securities laws. If the enforcement leads to the collection of monetary sanctions over \$50,000, the reporter may be entitled to a reward.



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WCF declares \$9 million dividend

Workers Compensation Fund has declared a \$9 million dividend that was distributed to a majority of policyholders in May. Policyholders can expect to receive 5 percent of their 2013 premium.

"Policyholders are receiving a dividend because we had better than expected investment returns in 2013," said WCF CEO and president Ray Pickup. "We recorded a loss from insurance operations, but the loss was offset by higher than expected investment income. When we as a company do well, we share the results with our policyholders."

With this distribution, WCF will have returned more than \$360 million in dividends to its policyholders since 1992 — giving back 38 percent of operating income (10 percent of net earned premiums) to its policyholders.

"No other carrier in the marketplace has been able to provide this type of return to their policyholders," said Pickup.

More than 19,000 businesses in Utah will receive a portion of the \$9 million policyholder dividend.

South Jordan adds senior center

The Utah Non Profit Housing Corp. (UNPHC) has opened its latest senior housing facility in South Jordan. The Gardens was unveiled to the public at an open house event last week.

The complex for lower income seniors was funded with \$275,000 in Redevelopment Agency funding from South Jordan City and community development support through a number of community lenders, including leveraged local funding of \$900,000 from the state of Utah's Olene Walker Housing Loan Fund, financing from Ally Bank and \$350,000 in Salt Lake County HOME funding. The project features energy efficient design and was built with green building construction techniques. It is Energy Star rated and meets green

standards set by the Certified Enterprise Green Community.

At the opening, South Jordan Mayor Dave Alvord said, "We're glad to have The Garden in South Jordan. The city hopes that you will come to find that your new neighbors in South Jordan are just friends you haven't met yet. Affordable senior housing helps people keep their freedom — the freedom to live how and where they choose. That's important and part of the reason we are glad The Garden is now open."

Due to high demand, the building's 60 apartments are already occupied. However, UNPHC is maintaining a wait list for future residents.

S. Jordan, Lehi among fastest growing

South Jordan and Lehi are among the top five fastest growing cities in the U.S., according to new data released by the U.S. Census Bureau.

This isn't the first time South Jordan has appeared on the list — it was the SECOND-FASTEST growing city from 2011 to 2012, when it experienced a growth of 4.87 percent. During the same time period, Lehi surpassed the 50,000 population mark, according to Census Bureau data.

Most of the fastest growing cities from 2012 to 2013 were in the South and West.

The distinction of having the largest population increase by percentage among cities with 50,000 residents or more went to San Marcos, Texas, with a growth rate of 8 percent from 2012 to 2013, according to the Census report. South Jordan came in third place with 6.5 percent growth and Lehi was No. 5 in the nation with a growth of 5.5 percent.

PRISON

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more state inmates -- and various time frames for phasing out the Draper site. MGT said the state would need to start construction of a new prison by 2018 for it to be ready for occupancy by 2021.

Currently, the state's correctional system has about half of its inmate population at the Draper facility, which opened in 1951. One-fourth are in Gunnison and one-fourth are in county jails.

The legislature earlier this year adopted a resolution stating it is "in the best interests of the state" to move the prison from its Draper location.

"This is a very high profile issue, one of the biggest issues the state will be dealing with over the next few years," said commission co-chairman Rep. Brad Wilson, R-Kaysville. He added that he receives calls regularly from "individuals that have land they would like to sell the state for this."

The other co-chairman, Sen. Jerry Stevenson, R-Layton,

said the Draper facility "is falling apart." He said many people perceived that PRADA was "going to make some developers rich, and that's not the case." Instead, he said, the ultimate outcome is a facility in "the right spot" for inmates, employees and others involved in the correctional system and that is near medical facilities and courts.

Utah houses 7,065 inmates, up from 1,341 in 1982. The capacity in Draper is 3,980 offenders, Gunnison has 1,596 beds and contracting has resulted in 1,700-plus inmates at county jails.

But the figures are growing. MGT said the prison population is expected to reach 9,913 by 2033, meaning 3,184 new beds need to be added to the system.

As for costs, MGT has estimated that relocating the prison from Draper and keeping up with system population growth would cost more than \$1 billion in additional funding over the next 20 years. Maintaining the Draper site and otherwise accommodating the inmate population growth would cost \$783 million, it said.

ARA

from page 1

estate developer, currently owns and manages 40 buildings with more than 10 million square feet in the Salt Lake City and Clearfield areas.

Utah Gov. Gary R. Herbert and West Valley City Mayor Ron Bigelow were among dignitaries present last week when ground was broken for the project.

"Today's groundbreaking is the culmination of all we had set out to do and more," said Herbert at the event. "Working together through public and private partnerships and igniting a progressive pro-business approach has shaped Utah's reputation to be the economic development leader and the No. 1 place for business growth. This latest Freeport West project is a remarkable example of what can be accomplished when business, cities, counties and the state work together. We look forward to continuing to support this project through construction and to being there when they develop their next 10 million feet."

ARA's initial structure, located at 6755 West on the 2100 South Frontage Road is scheduled for completion in the winter of 2015. Total square footage of the building being constructed in the initial phase is 500,000. Target completion for the campus is 2019 — dependent on tenant occupancy and market conditions.

"Freeport West is a valued partner to West Valley City and having ARA within our city limits exactly fits our vision of bringing investment, economic progress, job growth and energy to Utah's second largest city," said Bigelow. "West Valley City has undergone a successful redevelopment initiative over the past few years and this latest investment will significantly enhance these efforts while also bring significant recognition and dividends to the entire state."

ARA was designed by Hilton Williams Architects. The initial building under construction will be built to accommodate the specific needs of prospective lessees.

Freeport was founded in 1963. In addition to Utah, it has commercial properties in Arizona, California and Nevada.



Dial In Your Greenside Bunker Swing

The Pelz Golf Institute has conducted a comparative analysis of professional vs. amateur play from sand. The results paint a vivid picture of where amateurs (at varying handicap levels) are skill-wise compared to the pros and what they need to do to effectively improve their games.

Working with the PGA Tour ShotLink staff (using their data collection hardware and software), we tracked hundreds of amateurs' play under tournament conditions at the annual golf.com World Amateur Handicap Championship.

I'd like to share one aspect of this research with you: how pros deal with greenside sand shots compared to amateurs and how understanding this difference might help your sand game.

The data shows pros leave greenside sand shots, on average, less than 10 feet from the cup (on the green, with a chance for one-putt), while amateurs leave the same shots 19 to 26 feet from the hole, many of which are in the sand again or in some other kind of trouble.

Pros accomplish hitting behind the ball in sand by standing farther behind the ball (positioning the ball farther forward in their stance) while using their normal wedge swing. Use this as a "reference swing." Amateurs we have watched do the opposite: they keep the ball in the normal place in their stance, and change their swing to hit behind the ball. This causes awkward swings that have different shapes, speeds and follow-throughs, and

yields a variety of inconsistent results.

My suggestion for your future sand play is as follows: from a grassy spot outside the bunker always make a normal wedge swing and note where your divot occurs (somewhere near the center of your stance). Now assume this same swing will serve as your sand swing.

As you step into the sand, position the ball forward in your stance (up at the instep of your front foot) so your same normal divot will start in the sand behind the ball. This will cause your club to hit behind the ball as consistently as you hit normal wedge shots solidly from grass. If you also lay your wedge face open in the sand, the club will scoot under the ball, spinning it up and onto the green.

Aim your sand shots to a spot on the green (not necessarily at the flagstick) that leaves you extra space to stay out of trouble. It makes sense that Tour pros aim dead at the flag since they usually hit it to less than 10 feet. When you practice as much as they do, you can aim there, too! For now, aim to spots that give you more green to work with and take hazards (shot-adding situations) out of play. I think it will save you strokes!

Good scoring to you,

Dave Pelz



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Industry Briefs

BANKING

• **U.S. Bank Wealth Management** announced that **Brad Sawyer** has been named wealth management advisor for the Private Client Reserve of U.S. Bank in Salt Lake City and that **Mike Poulter** has been named chairman of the Planned Giving Committee of Utah Symphony/Utah Opera (USUO). Sawyer has more than 30 years of experience in the financial services industry, with knowledge of portfolio and risk management, retirement strategies and team development. In his new role, he will help clients work toward their financial goals by connecting them to wealth management services in investment management, private banking, trust and estate services and wealth planning. Sawyer previously served as capacity coach with Team Performance Group in Ogden. Poulter succeeds **Jeffrey Shields** of Snell & Wilmer. Poulter is senior vice president and Salt Lake City market leader of the Private Client Reserve of U.S. Bank. He has nearly 20 years of experience in the financial services industry and leads a team of wealth management professionals providing investment management, private banking, trust and estate services and wealth planning strategies. He has been a member of the USUO Planned Giving Committee for eight years.



Brad Sawyer



Mike Poulter

to include a planning and landscape architecture design studio. The team includes **Alonzo Coby**, **Abram Nielsen**, **Troy Cook** and **Colin Olson**. Coby has been with



Alonzo Coby



Abram Nielsen



Troy Cook



Colin Olson

the firm since 2012. Before joining FFKR Architects, he served as a tribal leader on the Fort Hall Business Council for 10 years and was the chairman for many of those years. Nielsen worked for more than 10 years in Florida with EDSA, most recently as vice president. Abram's main experience is in landscape architecture, land planning and urban design. Cook has been working in landscape architecture since 1994 and worked for Design Workshop from 2003 to December 2013. While at Design Workshop, he served as a project landscape architect and project manager for a wide range of projects. Olson recently finished his master's degree in City & Metropolitan Planning at the University of Utah with a graduate certificate in Urban Design. He studied for his undergraduate degree in Landscape Architecture and Environmental Planning at Utah State University. He has worked for a year in landscape construction and two years doing landscape design at an interdis-

plinary firm while also completing his graduate education.



EDUCATION/TRAINING

• **Helix Education**, Salt Lake City, has hired **Steve Pappageorge** and **Tom Caswell**. Pappageorge, chief product officer and senior vice president, most recently served as dean of the College of Continuing Education, New Programs and Outreach, at DeVry University. Caswell, director of instructional design, was director of instructional design at Western Governors University. He has developed more than 120 courses and shared competency-based models with numerous community colleges through a grant from the Bill & Melinda Gates Foundation. He has consulted for MIT, Creative Commons and the OpenCourseWare Consortium.

• A team of **University of Utah bioengineering and medical students** recently won first place and \$75,000 at the **International Business Model Competition** hosted by Brigham Young University. The competition drew more than 2,500 teams from 200 schools representing 20 countries. The team developed a type of catheter — a tube inserted into patients to remove and deliver fluids — that emits visible light killing bacteria to prevent infections from occurring. The students created a startup company, Veritas Medical LLC, to develop the Light Line Catheter. They have filed a utility patent on their technology and will complete laboratory testing later this year, followed by clinical trials beginning next year. They hope to finish clinical trials by 2015 and begin selling their product by 2016. The team includes bioengineering student **Nate Rhodes**; **James Allen**, a U. bioengineering graduate; **Mitch Barneck**, a U. bioengineering graduate currently in medical school at Oregon Health and Science University; **Martin de La Presa**, a U. student doctor; and **Ahrash Poursaid**, who received a bachelor's degree in bioengineering from the U. this spring. The students previously

won more than \$20,000 in cash prizes and grants through other student competitions.

ENERGY/NATURAL RESOURCES

• **Questar Corp.**, Salt Lake City, has announced that its board of directors has **declared a quarterly common stock dividend** of 19 cents per share. The dividend is payable June 23 to shareholders of record June 6. It is a 1-cent increase from the prior quarterly and represents the company's 278th consecutive dividend.

• **Questar Pipeline**, Salt Lake City, has promoted **Ronald S. Jorgensen** to vice president of operations and gas control. Jorgensen is responsible for all Questar Pipeline operations in six western states and gas control activities. He has been serving as the company's general manager of operations. Jorgensen has been with the company for 24 years in various engineering, supervisory and management positions. Prior to joining Questar Gas in 1988, he worked for an engineering firm. He earned a Bachelor of Science in civil engineering and Master of Business Administration, both from the University of Utah.



Ronald Jorgensen

tance navigating utility and market incentive programs. Leaders will be recognized for their impact on air quality at an annual awards event. The challenge was created through a partnership among **Salt Lake City, Rocky Mountain Power, Questar Gas, BOMA Utah, USGBC Utah** and **Utah Clean Energy**.

FOOD

• **Xango LLC**, Lehi, has named **Beverly Hollister** to its board of directors. Hollister is senior vice president of the company. She joined the company in 2004 and has helped create and launch products and represent the company's Xango Goodness charitable initiatives,



Beverly Hollister

in addition to traveling to support the company's global network of distributors.

HEALTHCARE

• **Intermountain Healthcare**, Salt Lake City, has named **Clayton M. Christensen** to its Board of Trustees. Christensen is a professor of business administration at the Harvard Business School and is an author, speaker and advisor. Christensen has founded several successful companies and organizations that apply his theories in various ways, including Innosight, Rose Park Advisors and Innosight Institute. His education includes a B.A. from Brigham Young University.

• **Voices for Utah Children** and the **Utah Health Policy Project (UHPP)** will have a free screening of the 30-minute film **"Entitled to Life"** June 3 at 6:30 p.m. at the Broadway Theatre, 111 E. 300 S., Salt Lake City. Produced and directed by local filmmaker Paul Gibbs, the film tells the stories of uninsured Utahns caught in the coverage gap — adults who lack access to affordable health insurance because they earn too little to purchase subsidized insurance on healthcare.gov but earn too much to receive Medicaid. More than 57,000 Utahns currently live in the coverage gap. Activities begin with a 6:30 p.m. reception and followed at 7:30 p.m. by an update and call to action led by Dr. Ray Ward, a Davis County family physician and a leader in Utah's effort to close the coverage gap. The audience will also hear an update by Nate Checketts from the Utah Department of Health on the ongoing negotiations between Utah and the federal agencies that manage Medicaid. Filmmaker Paul Gibbs and several Utahns profiled in the film will be at the

CONSTRUCTION

• **FFKR Architects**, Salt Lake City, has expanded its services



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ENVIRONMENT

• **Salt Lake City Mayor Ralph Becker** and **U.S. Environmental Protection Administrator Gina McCarthy** recently challenged Salt Lake City businesses and institutions to cut energy waste and air pollution from their operations. **The Mayor's Skyline Challenge** is a multi-year competition that strives to reduce citywide building energy use by 15 percent by 2020. Challenge participants will receive educational resources, networking opportunities and assis-

Industry Briefs

event. The post-film discussion will focus on the various strategies to close Utah's coverage gap, including Gov. Gary Herbert's Healthy Utah Plan, designed to give 111,000 Utahns who earn less than \$15,521 a year improved access to subsidized private health insurance.

LAW

• **York Howell**, Salt Lake City, has hired **Paxton R. Guymon** as a principal and managing partner. Guymon's practice has encompassed real estate law, including land use and development, real estate litigation, HOAs, acquisition and financing, brokers and agents, and dispute resolution. Guymon is a former partner at Miller Guymon PC and is a licensed real estate agent. He previously managed the real estate department of a large national law firm serving developers, lenders and brokers in various land use, zoning, regulatory and other real estate matters.

• **Kirton McConkie**, Salt Lake City, has hired **Ralph R. Mabey** as a shareholder. Mabey has served as a court-appointed examiner, trustee and committee counsel as well as an arbitrator, mediator and expert witness in restructuring and bankruptcy-related cases throughout the coun-



Ralph Mabey

try. Currently a professor at the University of Utah S. J. Quinney College of Law, Mabey served as a U.S. bankruptcy judge for the District of Utah from 1979-1983.

• **Durham Jones & Pinegar**, Salt Lake City, has hired **R. Blake Hamilton** as shareholder and **Ashley M. Gregson** as associate. Both will practice in the firm's litigation section, where they will focus on governmental entity defense. With the addition of Hamilton and Gregson, the firm formed a Governmental Entity Defense group, which Hamilton will chair. They will practice in the firm's Salt Lake City office. Hamilton's litigation practice also includes general civil and commercial litigation; complex crimi-



Blake Hamilton



Ashley Gregson

nal defense; healthcare litigation; and real estate, construction, business, banking and employment litigation. Hamilton serves as the city attorney for the city of Hildale. His education includes a B.S. in economics from Weber State University. Gregson's practice also includes general civil litigation, state administrative law and appeals. She received her J.D. from the S.J. Quinney College of Law at the University of Utah and a B.A. in Philosophy from Westminster College.

MEDIA/MARKETING

• **The Summit Group**, Salt Lake City, has hired **Ryan Hostetler**, **Wendy Manalac** and **Chenell Seaton Hall** for its advertising account service team. Hostetler, who will be based in Seattle, has worked with several brands and has been responsible for oversight of high-profile events in the Seattle area, such as the 2013 New Year's Eve at the Needle celebration. Manalac, who will be based in Knoxville, Tenn., has 13 years of agency experience in developing client relationships, creating strategies, managing large-scale projects and media purchasing. Prior to joining TSG, Manalac worked on marketing and advertising campaigns for

Hooters Restaurants. Hall, based in St. Louis, has more than 15 years of diverse marketing experience in client service, media and production. Her experience includes five years in the wireless communication industry and she has worked with General Motors brands.

PHILANTHROPY

• **Bank of Utah**, Ogden, donated nearly \$100,000 to community organizations within its 13-branch area in 2013. Bank employees also donated 660 service hours to various charitable organizations. The contributions include donating service hours to the YMCA, the Boys and Girls Club and the English Language Center of Cache Valley Inc.; providing athletic and academic scholarships for Weber State University, Utah State University and Utah Valley University; serving in leadership positions in community organizations, including the Family Counseling Services of Northern Utah, the Family Support Center of Ogden and the Ogden Housing Authority; supporting the Economic Development Corp. of Utah in its effort to bring in new out-of-state business; providing free tax return preparation services at Cottages of Hope and United Way agencies; and teach-

ing business finance principles to small-business owners through LDS Employment Center and SCORE.

• **The New Car Dealers of Utah**, through its "Good Wheels" program, has donated another \$5,000 to the Utah Highway Patrol for its efforts to reduce the number of drunk drivers on Utah roads. The funds were used to add 20 shifts during Memorial Day Weekend. The New Car Dealers of Utah represents 150 franchised new car dealers in Utah.

• Thirty-nine high school and college students will be attending school this fall as recipients of educational scholarships awarded through the Community Foundation of Utah. The foundation administers 13 individual scholarship programs that grant between \$100 and \$5,000 per student. More than \$50,000 will be awarded for the 2014-2015 academic year. All scholarships are made through a competitive application process. Eligibility requirements range from outstanding academics to community involvement to those geared toward specific students. Committees of staff, donors and community experts screen, rate and select recipients.

see BRIEFS pg. 14

Red Rock Serenade

Tue. June 3, 7PM

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Pictured from left: Dave Spalding, customer and community manager, Rocky Mountain Power; Stephen Keyser, president, Utah Paperbox and Paul Keyser, board chair, Utah Paperbox

Calendar

Through June 26

9 a.m.-4 p.m. Thursdays

Supervisory Skills Five-Day Certificate Program, presented by The Employers Council. Program is designed to provide participants with thorough knowledge of contemporary skills to be effective in the workplace. Instructor is Van Potter. Location is Utah Law & Justice Center, 645 S. 200 E., Salt Lake City. Cost is \$699 for council member students, \$849 for non-council member students. Registration can be completed at <http://ecutah.org/ssp.pdf>.

June 3-4

Utah Governor's Energy Development Summit 2014, presented by the Utah Office of Energy Development. Location is Salt Palace Convention Center. Cost is \$95 (includes June 3 reception plus breakfast and lunch on June 4); \$65 for June 4 only; \$35 for June 3 plus June 4 reception. Details are at <http://developenergysummit.com/index.html>.

June 3-12

Customer Service Training, presented by The Employers Council. "Foundations of Customer Service" will be presented from 8-10 a.m. "Laser Listening" will be presented from 10:30 a.m.-12:30 p.m. The two courses will be offered June 3 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan; June 4 at Comfort Suites Hotel, 2250 S. 1200 W., Ogden; June 5 at Hampton Inn & Suites, 851 W. 1250 S., Orem; June 11 at Swaner Preserve & EcoCenter, 1258 Center Drive, Park City; and June 12 at The Employers Council, 175 S. 200 S., No. 2005, Salt Lake City. Cost for individual courses is \$89 for Employers Council members, \$109 for nonmembers. Cost for both courses is \$150 for members and \$190 for nonmembers. Details are available by contacting Debbie Stone at debbies@ecutah.org or (801) 364-8479.

June 3, 6:30 p.m.

Screening of "Entitled to Life," presented by Voices For Utah Children and the Utah Health Policy Project (UHPP). The 30-minute film tells the stories of uninsured Utahns "caught in the coverage gap" — who earn too little to buy subsidized insurance on healthcare.gov but too much to receive Medicaid. Activities begin with a 6:30 p.m. reception, followed by the screening at 7 p.m., and an informational update and call to action at 7:30 p.m. Location is Broadway Theatre, 111 E. 300 S., Salt Lake City. Free. RSVPs can be completed at EventBrite.

June 4, 10 a.m.-4 p.m.

Safety Training, presented by the Utah Manufacturers Association. Attendees will be able to attend the two classes during the session. One is titled "Hand Protection" and the other is "Safe Lifting." Session qualifies for credit with the Workers Compensation Fund Discount Program, although it is open to people even if they are not insured with WCF. Location is Bridgerland Applied Technology College, 1301 N. 600 W., Main Campus Room 840, Logan. Free, with companies able to send as many employees as they wish, and includes lunch. Registration can be completed by contacting Annette Beckstrand at (801) 363-3885 or uma@umaweb.org.

June 5, 8-9 a.m.

"Strengthening Utah's Outdoor Industry," a Salt Lake Chamber event that will feature a focus group discussing the state's recreation economy. Location is Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are available at slchamber.com.

June 5, 8 a.m.-1 p.m.

"Resolving Workplace Conflict (for Leaders)," a Salt Lake Community College event. Course is designed to teach leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Cost is \$149. Details and registration are available by contacting Melody Chapman at (801) 957-5237 or melody.chapman@slcc.edu.

June 6, 7:30-8:30 a.m.

Murray Area Chamber of Commerce's "Eggs n' Issues" Breakfast. Jim Welch of Statewide Insurance will discuss the impact of liquor laws on the economy plus the future challenges of "powered alcohol" in Utah. Location is Mimi's Café, 5223 S. State St., Murray. Free unless ordering off the menu. Chamber membership is not required. Details are at (801) 263-2632 or murraychamber.org.

June 10, 10-11:30 a.m.

"HR Practices Abroad," a World Trade Center Utah event. Timothy B. Anderson of the Jones Waldo International Law practice group and the managing partner at the firm's St. George office will discuss key considerations when employing workers overseas. Topics include the hiring process, the employment relationship and special rules for U.S. citizens/residents working abroad. Location is World Trade Center Utah, 60 E. South Temple, Salt Lake City. Free. RSVPs can be completed at agiama@wtcut.com. Details are at www.wtcutah.com.

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

Power Connections Luncheon, a Sandy Area Chamber of Commerce event. Location is Fratelli Ristorante, 9236 Village Shop Drive, Sandy. Cost is \$15 for chamber members, \$20 for guests. Details are at sandychamber.com.

June 11, 2-5 p.m.

Hands-On Market Research, a Salt Lake Chamber Women's Business Center (WBC) event. Participants will perform market research using accessible databases and online tools in a hands-on environment, where they will learn how to find and identify the need for their product or service, industry size and trends, target audience and competition. Participants should bring their own laptops. Location is Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

June 13, 8:45-11 a.m.

"Networking Without Limits," a Salt Lake Chamber event. Speaker Jim Woodard will discuss developing a "30 second commercial," setting networking goals and following-up on business contacts. Location is Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$15 for members, \$20 for nonmembers. Details are available at slchamber.com.

June 13

Craig Bolerjack Golf Tournament, a Sandy Area Chamber of Commerce event. Supports the Craig Bolerjack Cancer Prevention Program. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Details are available by calling (801) 727-4512.

June 16, 8 a.m.-2 p.m.

Classic Golf Tournament, a Salt Lake Chamber event. Location is Salt Lake Country Club, 2400 East Country Club Drive, Salt Lake City. Cost is \$400 for individuals, \$1,600 for a foursome. Sponsorships are available. Details are at http://slchamber.com/page/sandbox/view/classic_golf_tournament.

June 17, 7:30-9 a.m.

Business Women's Forum (BWF) June Luncheon, with the theme "Getting Involved and Helping Others in Our Community." Event will feature a panel of organizations with volunteer opportunities available. Location is Squatters Pubs & Beers, 147 W. Broadway, Salt Lake City. Cost is \$15 for BWF members, \$20 for nonmembers. Details are at slchamber.com.

June 17, 11:30 a.m.-1 p.m.

Member to Member Workshop, a Sandy Area Chamber of Commerce event. Location is Salt Lake Community College's Miller Campus, Miller Free Enterprise Center Building, Room 223, 9750 S. 300 W., Sandy. Free. Details are at sandychamber.com.

June 18, 8:30-10 a.m.

Morning Jump Start, a Salt Lake Chamber Women's Business Center (WBC) training event for all entrepreneurs. Deb Bilbao, business consultant at the WBC, is the seminar presenter. Location is Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at slchamber.com.

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

"Protecting Your Intellectual Property Rights," a World Trade Center event. Ken

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

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

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

July 28-August 1

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

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CORPORATE FINANCIAL REPORTS

The following are recent financial reports as posted by selected Utah corporations:

ClearOne

ClearOne, based in Salt Lake City, reported net income of \$490,000, or 5 cents per share, for the first quarter ended March 31. That compares with \$731,000, or 8 cents per share, for the same quarter in 2013.

Revenues totaled \$12.7 million, up from \$11.3 million in the 2013 first quarter.

The company designs, develops and sells conferencing, collaboration, streaming and digital signage products.

"The quarterly results reflect our continued plan of prudently leveraging our profits from current growth to fuel future growth by making complementary and balanced investments in sales and marketing and research and development," Zee Hakimoglu, president and chief executive officer, said in announcing the results. "We expect the acquisitions and the associated investments in sales and marketing capabilities to

contribute to higher revenues and increased earnings growth in the following quarters of 2014."

Dynatronics

Dynatronics Corp., based in Salt Lake City, reported a net loss of \$161,752, or 6 cents per share, for the fiscal third quarter ended March 31. That compares with a net loss of \$61,121, or 2 cents per share, for the same quarter a year earlier.

Sales totaled \$6.2 million, down from \$7 million in the year-earlier quarter.

Dynatronics manufactures, markets and distributes medical devices, orthopedic soft goods and supplies, treatment tables and rehabilitation equipment.

"Uncertainty among customers regarding delivery of care and reimbursement under the new paradigms of the Affordable Care Act has led to diminished demand in our market," Kelvyn H. Cullimore Jr., chairman and president, said in announcing the results. "There has been a marked decline in the opening of new clinics and expansion of existing clinics which typically

are a significant source of demand for our products. This hesitancy in purchasing new equipment and expanding practices can be directly tied to the effects of the ACA as well as continued economic weakness in certain geographic regions."

In order to reduce debt, the company reported plans to sell a building that currently houses operations in Utah and lease back the premises.

SecureAlert

SecureAlert Inc., based in Sandy, reported a net loss from continuing operations of nearly \$1.3 million, or 13 cents per share, for the second quarter ended March 31. That compares with a loss of \$1.6 million, or 40 cents per share, for the same quarter last year.

Revenues totaled \$2.5 million, down from \$4.8 million a year earlier, the company said in a filing with the Securities and Exchange Commission.

SecureAlert is a global tracking and electronic monitoring services company.

Tex Tech acquires Chapman

Tex Tech Industries Inc. has acquired Chapman Innovations and its flagship brand CarbonX from Banyan Ventures of Salt Lake City. Chapman Innovations will operate as a wholly owned subsidiary with the same team members and Salt Lake location. All operational procedures will remain unchanged, according to a release from Tex Tech, a developer and manufacturer of engineered, high-performance materials and a ShoreView Industries portfolio company headquartered in Portland, Maine. ShoreView assisted Tex Tech in the acquisition of Chapman Innovations.

Chapman Innovations was founded in Salt Lake in 1998. The company develops, produces and markets thermal fabric solutions under the CarbonX brand. Made of a patented blend of high-performance fibers, CarbonX non-flammable fabrics and apparel are widely used in protective applications for industrial safety, construction, welding, molten metal, utilities, pulp and paper, oil and

gas, firefighting, motorsports and police applications.

Also based in Salt Lake City, Banyan assumed majority ownership and management control of Chapman Innovations in 2003, the same year that Banyan was founded. Chapman Innovations was one of Banyan's first investments. Banyan recapitalized the company, established a new management team to support the company's growth strategy and helped develop and refine the company's manufacturing, marketing, sales, distribution and administrative processes.

"Chapman Innovations looks forward to being a part of the Tex Tech family of companies," says Tyler Thatcher, president of Chapman and a managing director. "Tex Tech's global distribution platform and sophisticated in-house engineering, testing and manufacturing capabilities will enable Chapman Innovations to bring new products to the market more quickly."

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Top Sirloin <i>10 oz. USDA Choice Top Sirloin Steak Baked Idaho Potato Grilled on site</i>	Pork Back Ribs <i>Smoked with Applewood Marinated Grilled Chicken Breast</i>	Boneless Ribeye Steak <i>10 oz. USDA Choice Boneless Boneless Ribeye Steak Baked Idaho Potato Grilled on site</i>

Call for complete menus and pricing: 801-278-4653



Staffing Matters

The 2014 Emerging Workforce Study – A Sneak Peek

The 2014 Emerging Workforce Study (EWS) is Spherion's latest survey revealing new trends and insights into employee and employer mindsets. Since 1997, we've continuously studied the American workforce and how economic and societal impacts have shaped viewpoints from both parties.

This year's survey captured valuable, unique insights from noteworthy topics that can influence future employer strategies such as:

- Generational differences.
- Customer service.
- Employee engagement.
- Employer advocacy.
- Recruitment and retention.
- Work/life balance trends.
- Social media in the workplace.

As we've tracked the composition of the workforce, we found three distinct worker groups with varying mindsets and ideals: emerging, traditional and migrating. These three worker groups have distinct goals and perspectives when it comes to

their work life and their employer. Understanding these workers and knowing that they make up your workforce will help you figure out the best ways to engage and retain them.

Let's take a look into these different workers and interesting results from the 2014 study.

Emerging Workers:

- Crave new experiences and career growth opportunities.
- Prefer performance based rewards/incentives.
- Define company loyalty by how much of a contribution an employee makes.

Traditional Workers:

- Concerned with job security and stability.
- Believe the employer is responsible for providing a clear career path.
- Define company loyalty by how long an employee stays with their employer.

Migrating Workers:

• Traits of both emerging and traditional workers but are in transition to become emerging workers.

- Concerned with career advancement and opportunities to make their mark.

The latest study reveals distinct attitudes and opinions among the three worker groups that help to define them and monitor changes in today's workforce. Another key finding this year is a slight decline in the number of emerging workers, and a subsequent increase in the number of traditional workers. It is likely that the shift can be attributed to more predictability and stability in the workforce.

The Emerging Workforce Study is a groundbreaking research that helps companies make informed HR decisions that will positively drive employee engagement, productivity, retention and an army of brand influences.

If you are interested in learning

more about this study, we invite you to attend our live seminar and webinar. Understanding these trends will reshape the HR strategies you employ to attract, manage and retain today's top performers. Don't miss this exciting presentation.

Date: June 6th – Seminar

Time: 9:00 – 10:30 a.m.

Place: 10808 S. Riverfront Parkway, Suite 300, 3rd Floor, South Jordan, UT 84095

RSVP: Vicki Silva at (801) 984-8065 or email vickisilva@spherion.com.

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Date: June 18th – Webinar

For details, please call Spherion Staffing at (801) 519-5093.

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Ron Zarbock runs Spherion Staffing in Salt Lake City.



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Opinion

My random observations on the passing world scene about us

Random thoughts on the passing scene:

Will the Veterans Administration scandal wake up those people who have been blithely saying that what we need is a "single payer" system for medical care? Delays in getting to see a doctor have been a common denominator in government-run medical systems in England, Canada and Australia, among other places.

Class warfare rhetoric would have us resenting "the top 10 percent" in income. But that would be a farce, because most of us would be resenting ourselves, since more than half of all Americans — 54 percent — are in the top 10 percent at some stage of their lives.

Some people act as if the answer to every problem is to put more money and power in the hands of politicians.

Freedom means nothing if it does not mean the freedom to do what other people don't like. Everyone was free to be a Communist under the Stalin dictatorship, and everyone is free to be a Muslim in Saudi Arabia. Yet whole generations are coming out of our colleges where only those who are politically correct are free to speak their minds. What kind of America will they create?

In Thomas Piketty's highly praised new book *Capital in the Twenty-First Century*, he asserts that the top tax rate under Pres. Herbert Hoover was 25 percent. But Internal Revenue Service records show that it was 63 percent in 1932. If Piketty can't even get his facts straight, why should his grandiose plans for confiscatory global taxation be taken seriously?

Sometimes I think that this is an era when sanity has become controversial.

Republicans in Congress seem to be drawn toward the immigration issue like a moth toward a flame. How turning illegal immigrants into Democratic voters, while demoralizing the Republican base, will help either the country or the Republicans is a mystery. If ever there was a high-risk, low-yield investment, this is it.

Pres. Theodore Roosevelt said that his foreign policy was to "speak softly and carry a big stick." Pres. Barack Obama's foreign policy is to speak loudly and carry a little stick. They say talk is cheap, but loose talk by a president of the United States can be very expensive in both blood and treasure.

One of the scariest aspects of our times is how seldom either people or policies are judged by their track record.

Why in the world are the Baltic states in NATO? The Russian army could overrun them before NATO could get a meeting together to decide what to do.

If the Democrats retain control of the Senate after this year's election, Barack Obama can load the federal courts from top to bottom with judges who will ignore the Constitution, as he does, and promote his far-left political agenda instead, long after he is gone.

I get nervous every time I see Mitt Romney showing up in the media. He seems to be maintaining his visibility, in hopes of another run for the White House in 2016. He might well get a second chance to fail. Romney is the Republican establishment's idea of the perfect candidate for president — no matter how many times such candidates lose, even under promising conditions.

Anti-Semitism may have the dubious distinction of being the oldest of the group hatreds. You might think that the world would have gotten over anti-Semitism by now, but Jews have been singled out for separate treatment by the Russian insurgents in Ukraine.

Any fool can say the word "racism." In fact, quite a few fools do say it. But clever people can also say "racism," in order to get fools to vote their way.

Those people who want Hillary Clinton

elected president — so that we could have our first woman president — seem to have learned absolutely nothing from the current disaster of choosing a president on the basis of demographics and symbolism.

The old saying that taxes are the price we pay for civilization has long since become obsolete. The amount that the government spends to defend us from foreign attack, or to maintain law and order at home, has been overtaken by the money it spends just to transfer some people's money to other people who are more likely to vote for the reelection of incumbents.

The old saying that "politics is the art of the possible" is dead wrong. Politics is the art of making the impossible seem possible — and even plausible and desirable. That is how ObamaCare got passed.

To let the world's leading terrorism-exporting nation get nuclear weapons can prove to be the most irresponsible and catastrophic decision in the history of the human race. It was also an irresponsible and catastrophic decision of the American voters to elect as president someone who would let that happen, basing their votes on rhetoric and racial symbolism.

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

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THOMAS SOWELL

Veterans Administration: Prime example of entrenched incompetence

My experience with the Veterans Administration spans 50 years. My father was wounded in World War II and never fully recovered. The VA finally warehoused him at the hospital in Fort Harrison, near Helena, Montana. He died in March 1963, at the age of 40. At my young age, only once was I able to visit the dayroom of my father's ward. I watched disabled patients hobble around the room or sit motionless looking out the window. I asked an orderly who these men were. He said that they were WWII and Korean War veterans waiting to die. No one, it seemed, was helping them, or my father, to live. I vow to never die in a VA hospital.

In 1978, I took my young family to Helena, Montana, to visit my mother. I got sick and since I was in the Air Force, I went to Fort Harrison to see a doctor. I was admitted instead of helped. I spent the night looking out the window from the same floor where my father had died 15 years before. That night, an old veteran died in the bed next to mine. In the morning, I went to take a shower as staff moved his body. Apparently, I missed the doctor's rounds as well and had to run him down in the stairwell. I told the doctor I felt much better and that I was going to leave the hospital immediately, whether they gave me my clothes back or not. He shrugged and said I could leave. My wife picked me up at the front door an hour later. I vowed to never stay another night in a VA hospital.

In December 2008, my wife and I were in Denver visiting our son and his family. My wife developed a serious infection and we learned that the Fitzsimons VA

Hospital handled all weekend emergency cases for active-duty personnel and their dependents. At nearly midnight — over eight hours after entering the not-so-busy emergency room — my wife was finally seen. With no apologies from any of the staff, my wife finally got her prescription. I will never again go to a VA hospital emergency room under my own power.

In September 2009, I retired from the Air Force and applied to the VA for a service-related disability. I was told that final adjudication would take six months. After nine months, a form letter told me it would take another six months. Eight months later, another letter told me that I must resubmit all my paperwork. Finally, 13 months later, 2 1/2 years after my first submission, my disability was approved. It is a slight one, so I receive little extra money in my retirement check. The concrete result is that I now weep for my long-suffering compatriots who await just compensation for the serious disabilities that prevent them from providing for their families. How many of them have died and will die waiting for the VA to help them? I vow I will not die waiting for the VA to do its job.

None of the VA's problems are new. They are a systemic risk in any government-provided service, even where the leaders may be good and decent people. Indeed, only high performance standards and constant oversight keep the evils of government bureaucracy from calcifying the process.

It is always a question of leader-

ship. We now need leaders who will jam their fingers into the chests of entrenched bureaucrats and demand performance or resignations. We need leaders with the moral courage to risk their careers to care for those who risked their lives to fight our nation's battles. We need those who look at their jobs as callings — as rescue missions for their compatriots. We need leaders the mention of whose names makes self-serving bureaucrats tremble. Leaders, not managers.

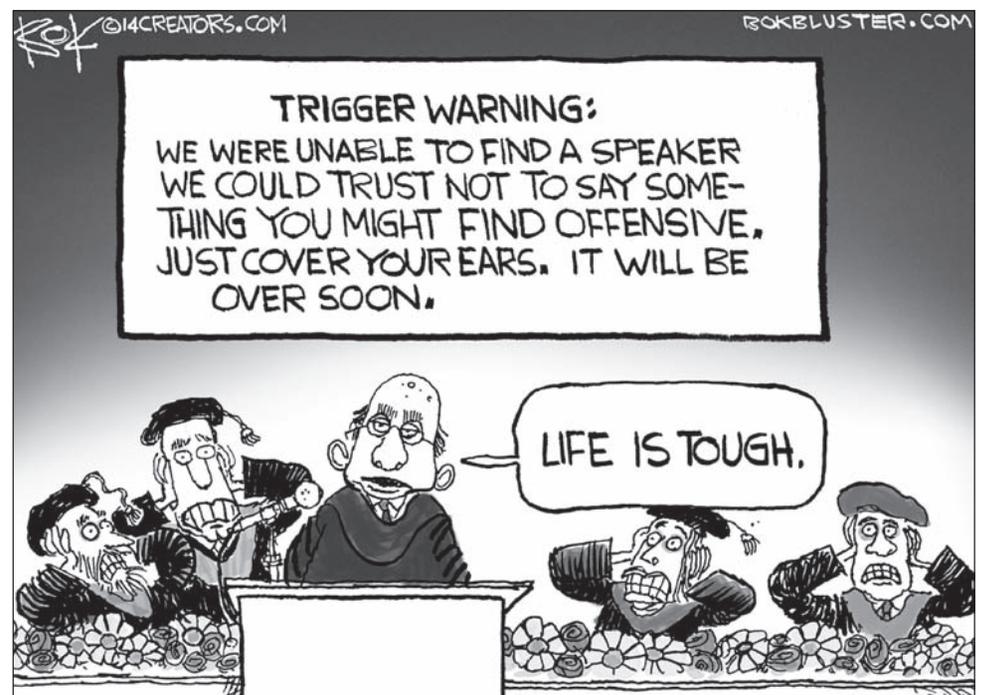
Neither the present VA hierarchy nor the administration that appointed them has shown such courageous leadership. Also, such moral courage certainly won't be found in the administrators of the upcoming

civilian version of the VA — the murderous monster rising out of the radioactive bog called Obamacare. Paraphrasing Pres. Richard Nixon as he described the coterie of generals who ran the Vietnam war, "There wasn't a General Patton among them." Now, as then, we need a Patton. In the White House and in the VA. Until then, I repeat my vow: "I refuse to die in a VA hospital."

Mac Coleman is a retired U.S. Air Force colonel who lives in Houston. His military and diplomatic corps career spanned more than 30 years. He writes his column for *The Observer* in Humble, Texas, and can be reached at mac.coleman.colonel@gmail.com.



MAC COLEMAN



Opinion

Obama's Asian policy must include Indian partnership

Barack Obama's pivot to Asia has been widely praised. But many critics wish that he would infuse the policy with greater substance and energy. In fact, the administration has the opportunity to fill in one of the great missing pieces of that policy — a strategic relationship with the continent's second largest country, India — once a new government is formed in New Delhi. But it will require both countries to make some major changes.



FAREED
ZAKARIA

The immediate obstacle for the United States is that the man who will become India's next prime minister, Narendra Modi, was placed on a blacklist of sorts by the George W. Bush administration, was denied a visa to enter America and has been shunned by U.S. officials for a decade. This ostracism should stop. Singling out Modi in this manner has been selective, arbitrary and excessive.

Modi, a Hindu nationalist politician, is (until he becomes the prime minister) head of the government in the Indian state of Gujarat. He held that job in 2002 when fierce rioting between Hindus and Muslims broke out. In that capacity, it is alleged, he encouraged — or did nothing to stop — vigilante violence against Muslims and police complicity with the violence. One thousand people, almost all of them Muslims, died. Subsequent prosecutions of those accused of killing Muslims have been minimal.

It is a dark episode in India's history and Modi comes out of it tainted as the head of the state government at the time. But his actual role remains unclear. Three Indian investigations have cleared him of specific culpability, though the probes have been criticized by human rights groups, with credible concerns.

This is an important challenge for Indian democracy — one that many vocal groups in civil society are taking up — but the question for America is: Does Modi's behavior rise to the level that it should trump national interest concerns? He is the only person ever to have been denied a visa on grounds of "severe violations of religious freedom," which makes the decision look utterly arbitrary.

Consider, for example, the case of Nouri al-Maliki, prime minister of Iraq. He heads a government that is deeply sectarian, has been accused of involvement with death squads, reprisal killings, and the systematic persecution of Sunnis in his country. And yet, far from being shunned, Maliki has been received in Washington as an honored guest on many occasions by two American administrations.

Consider the reports of the U.S. Commission on International Religious Freedom, the very body that singled out

Modi. It lists countries "of particular concern" for their oppression of religious minorities. Saudi Arabia, a country whose leaders are paid enormous respect by Washington, is in the top tier. Pakistan is named the "worst offender" in the second tier for its persistent violence against minorities, which the report tells us is at an all-time high. Iraq is also in this tier. Not a single government official from any of these countries — or any other country anywhere — has ever been placed on a blacklist or denied a visa for violating religious freedom. When human rights issues are used in a blatantly selective manner, they rightly invite charges of hypocrisy.

In this case, as often happens, U.S. foreign policy is guilty more of incoherence than conspiracy. The commission was created in 1998 and was eager to demonstrate that it was not going to focus exclusively on violence against Christians. The Gujarat riots took place soon after and their brutality — and the seeming complicity of state authorities — attracted global attention. Hearings were held and the process resulted in the blacklist and ban. No one at a high level in the Bush administration paid any attention because Modi was a regional official, unlikely to ever ascend to national office.

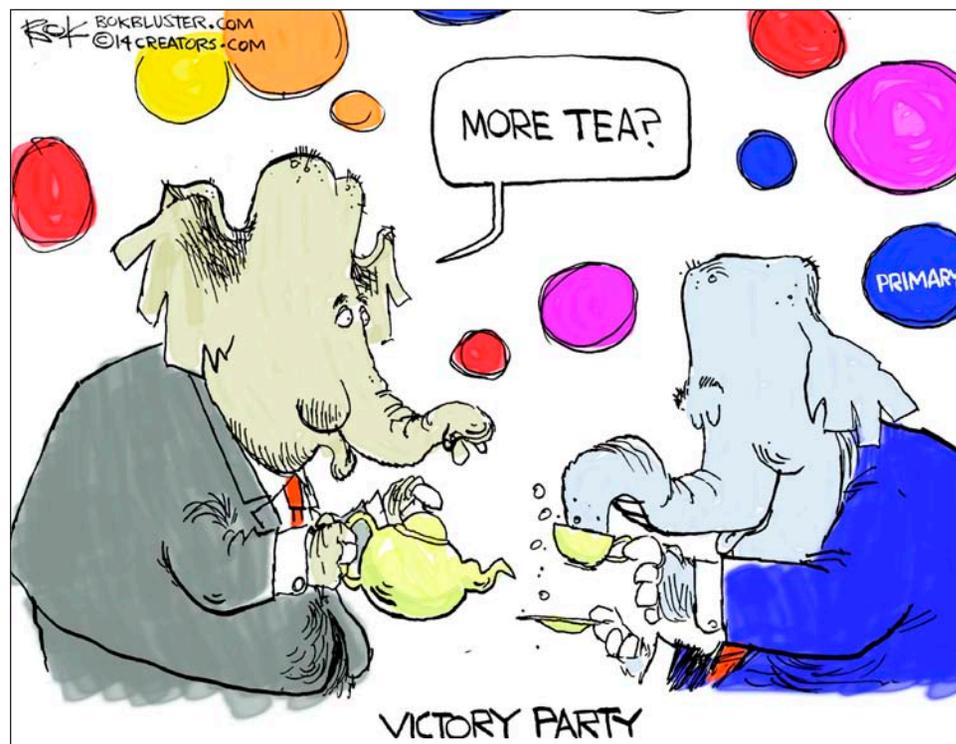
If the United States can shift policy on this matter, Modi will have to get over his irritation with America. More important, he will have to shift his country's posture on a much larger series of issues. For several years now, Indian foreign policy has been adrift, so much so that the country has almost disappeared as a serious player in the region and the world.

This is partly because India's previous government ran out of steam, muddling along on every front, domestic and foreign. But it is also because New Delhi's ruling elites remain ambivalent about the kind of foreign policy they should conduct, trapped between their old, Third-World, anti-colonial impulses and the obvious requirements of a new Asia in which China is emerging as the dominant power. The result is that India has shied away from the kind of robust relationship with the United States that would help it economically, militarily and politically.

If the United States and India, the world's oldest and largest democracies, can create a genuine partnership, it will be good for Asian stability, for global prosperity and, most especially, for the cause of democracy and human rights around the world.

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

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My advice on how to add value - and reap the reward

In a book called *The Experience Economy*, the authors talk about the concept that, generally, people will pay more for something that, in their perception, provides a much greater value. This seems like a no-brainer, I know, but when the authors use the example of coffee in their book, it drives the point home. And it's a point that we can take and apply in our own businesses.

They point out that coffee beans, at their pure commodity level, are probably worth about two cents a cup. After retailers take the beans, grind them and package the grounds to enable you to then make a steaming hot cup at home you are willing to pay 25 cents or more for the unique product. Add convenience or exceptional service, and the value goes up even more — now maybe you're willing to pay a dollar or two at a place like a restaurant or a 7-Eleven.

But what happens when specialty shops take that basic commodity, turn it into a unique product, make it convenient and then create a unique experience for you to enjoy that coffee? Yep, you're happily handing over \$4 or \$5.

When I fly to Chicago and come back, I stop at a little Starbucks kiosk in the airport to get a poppy seed muffin or an orange juice. I'll wait 10 or 15 minutes in line and I see people doing the same thing. They'll shell out \$4 or \$5 for an espresso-based cup of coffee, which is really just a few cents of liquid. Why are they doing that? It's because Starbucks has created its whole brand out of becoming that escape between the house and the office; they've created an ambiance with intriguing décor; they've added interesting music, an Internet café and places for conversation. They've created value that people are willing to pay for

and they've become an international sensation for it.

It's not just coffee that folks will pay several times more than the base value for — it's all kinds of things — even something as simple as water. I remember when a group of our friends took a motorcycle trip through Georgia and Florida. We shipped our Harley-Davidsons down to Atlanta, rode down to Miami and then our spouses flew in. We went down to Key West, came back through the Everglades and ended up at the Disney theme parks for three days.

The first day at Disney World — one of the hottest May days on record — I stopped three times at a cart and shelled out \$2.50 for a bottle of water. (Now this was back in 1999 — those same bottles of water are now \$4!) The crazy thing is we didn't bat an eye. We wanted the water and we were willing to pay whatever Mickey was asking. At the end of the day, my last bottle was about half-full and I chucked it in the trash without thinking a thing of it.

Then we went out and we filled up our Harley-Davidsons with premium gasoline at \$1.60 a gallon. Remember, this was 1999, so at the time we screamed highway robbery because back in Utah, premium was only \$1.30 a gallon.

Now do the math. How many ounces in a gallon? There are 128. We were paying the equivalent of \$16 a gallon for water and throwing it in the trash. But we were outraged at paying \$1.60 a gallon for gas. See how transforming a basic commodity into a unique product, adding convenience and creating a unique experience around it can add incredible value that people are willing to pay for?



DOUG
ANDREW

see ANDREW pg. 15

BRIEFS

from page 7

RECOGNITIONS

• The Vest Pocket Coalition presented three awards at the second annual **Richard M. Wirick Lifetime Achievement Awards** festivities at the Gallivan Center Stage in Salt Lake City. The **Independent Business Advocate Award**, which is given to a community or educational leader who has worked diligently to promote and strengthen the position of local independent business in Utah, was presented to Salt Lake City Mayor Ralph Becker for his efforts in enhancing the local business environment within the city, and for his dedication to "building a level playing field for all businesses regardless of their size." The **Richard M. Wirick Lifetime Achievement Award**, honoring a local entrepreneur or business leader who has contributed to the economy and the community through their efforts of focusing on local independent business issues and supporting the vitality of the local business community, was presented to Betsy Burton, owner of the King's English Bookstore. Frank Pignanelli, an attorney at Foxely & Pignanelli and a former Utah state legislator and minority leader in the Utah House of Representatives, received an **Emeritus-Lifetime membership** in the Vest Pocket Business Coalition for his support of the organization over the past decade. The awards are given in memory of Wirick, who owned and operated The Oxford Shop

shoe store in Salt Lake City for 60 years until his death in February 2012.

SERVICES

• **Extra Space Storage Inc.**, Salt Lake City, announced that its board of directors has **declared a quarterly dividend** of 47 cents per share of common stock. The dividend is payable June 30 to stockholders of record June 13. It represents a 17.5 percent increase over the previous quarter's dividend.

TECHNOLOGY/LIFE SCIENCES

• **Pacific WebWorks Inc.**, Salt Lake City, has appointed **Derald Miller** to its board of directors. Miller has been vice president of sales and marketing since May 2013. Miller previously was involved in operations management at Skullcandy Inc. and the founding of Westfahl Devices, a security device company that competes in the home security industry, where he served as CEO. Miller holds an MBA from the Jon M. Huntsman School of Business at Utah State University.

• **Boostability** has opened its third office location, in Lindon. The company now has 440 employees at three locations in the Salt Lake City area. It has hired 161 people this year and expects to hire 100 more by year-end.

TRANSPORTATION

• **Diversified Transportation Finance**, Park City, has hired **Michelle Duran** as business

development officer. She will work out of Salt Lake City. Duran will concentrate on working with trucking companies with fewer than 100 units to provide working capital and equipment finance. Duran most recently was with Midland America Capital and also has worked with Transfac Capital in Salt Lake City.

• **SkyWest Inc.**, St. George, has announced that its board of directors has **declared a quarterly dividend** of 4 cents per share. The dividend will be paid July 7 to shareholders of record June 30. It is the company's 76th consecutive dividend.

CAI

from page 1

The percentage of Utahns who expect their household income to be lower six months from now increased to 8 percent from 4 percent, while the percentage of Utahns expecting their household income to be higher six months from now remained at 30 percent.

As for the labor market, consumer attitudes were mixed. Those expecting more jobs in the next six months declined from 30 percent to 28 percent, but those expecting fewer jobs also declined, moving from 14 percent to 13 percent.

Inflation has become less of a concern for Utahns. The percentage expecting prices for consumer goods to increase over the next 12 months declined to 77 percent from 84 percent. Very few consumers expect prices to go down,

ANDREW

from page 13

How can we apply this at work? With your business, when you find ways to take what you offer, make it truly unique, add convenience and/or create a unique experience, your customers will be willing to pay a premium for it. Taking it a step further, if you can help people experience a meaningful transformation — something that changes their quality of life, their relationships, their financial outlook or whatever it is that is deeply meaningful — you've now taken it to an all new level.

This is what people will grant

the highest value. You'll have the highest compensation with the least competition. You'll create loyalty or what we call a value-creation monopoly. They'll come to you because you're the catalyst for their meaningful transformation, and even more than coffee or bottled water, the price goes out the window. They want that purpose and change, that abundant life you're helping provide. And in turn, you'll have the satisfaction of propelling others, which will come back to you in all kinds of abundance.

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

as the percentage of Utahns expecting prices to fall was 0.2 percent. But the percentage who think prices will stay the same now stands at 22 percent, up from 15 percent.

"This is likely why Utahns are also less worried about inflation deteriorating their household income," the CAI report said. "The percentage of Utahns who think their household income is likely to increase by more than the rate of inflation during the next two years increased to 26 percent from 22 percent last month."

Fewer Utahns also think interest rates will continue to move higher in the coming months. Those expecting rates for borrowing money to go up over the next 12 months declined to 61 percent from 66 percent, and those expecting interest rates to stay the same increased from 26 percent to 32 percent.

That reflects current interest rate trends, as the average 30-year

fixed rate mortgage recently decreased to 4.33 percent, the lowest rate since November 2013, according to the Mortgage Bankers Association. Retail sales rose only 0.1 percent during the month and were weaker than expected in April because of a decline in receipts at furniture, electronic and appliance stores. Those large-ticket items are often purchased with credit, and declining interest rates will make these items more affordable for consumers. This principle was reflected in Utahns' attitudes in May, as the percentage of people likely to buy a major item such as furniture or appliances increased to 29 percent from 25 percent.

Analysis and data collection for the CAI are completed by The Cicero Group, a market research firm based in Salt Lake City. The summary reports are available at www.zionsbank.com/cai.



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Old way or new way? Only one way works - my way

The old way of selling is dead.

The only people who don't know that are other sales trainers, recently released old-world sales tactics books that are still trying to convey old messages and several million salespeople still trying to cold call, pitch the product, overcome objections and close the sale. Don't forget their managers who force them to use an uncomfortable "system," a non-sales helpful CRM and hold their salespeople accountable for their actions and numbers. It's over. Dead and over.

What killed it?

Who killed it?

The killers include the Internet and its immediate access to any information — including one's reputation, the economy, Google and online searchability in general, social media, smart phones, one-click buying, Amazon feedback and other ratings sites and smarter customers and consumers — both B2B and B2C. WOW!

The online and smartphone evolution has become a sales and selling revolution.

The NEW big picture of selling is quite simple. Here's what to train and teach your salespeople:

- Teach why people buy rather than how to sell. My mantra and trademarked phrase is "People don't like to be sold, but they LOVE to buy."

- Teach customer loyalty, not customer satisfaction. Customers may never be satisfied but will continue to do business with you based on your perceived value.

- Teach salespeople to "ask" questions about the customer rather than "tell" about their product. The old way of selling doesn't work anymore. And no one is more aware of that than an informed customer.

- Teach salespeople to be responsible for their actions instead of being accountable for their activity.

Here are 4.5 NEW ways of thinking, acting and selling responsibly:

1. FIND THEIR WHY. Uncover your customers' intentions and motives for purchase before or during your sales presentation. Do online searches for why they might buy and ask emotionally revealing questions. Their "why" is your order.

2. TALK ABOUT THEIR OUTCOME. Share with them

how they produce more and profit more AFTER purchase. Explain what happens after they take ownership. Talk about how they win, not a bunch of boring crap about you that the customer could have found in less than two seconds on Google.

3. PROVE YOUR VALUE. Get several of your existing (best) customers to do video testimonials to corroborate your claims. When you say it about yourself it's bragging; when others say it about you it is proof. The voice of the customer is the proof you need to convert selling to buying.

4. DEVELOP AND MAINTAIN A PRISTINE REPUTATION. Not just your company and your products — you personally. Information and reputation arrives before you do. Google yourself right now. That's what your customer sees before you arrive.

- 4.5. BEWARE AND BE AWARE OF THE INTERNET. It has changed and continues to change the face of selling and the lives (not to mention the incomes) of salespeople. EXAMPLES: Retail sales, banking, trading stocks, buying cars, traveling and, most importantly, the ability to research the opinions and outcomes of others. Get Internet savvy. Get Internet fluent. Then

stay there.

A few months ago I wrote about the difference between aggressive selling and assertive selling. That difference is pivotal in the company's philosophy of selling, salesperson's method of selling and the customer's decision to buy your product or service.

Here is the CliffsNotes version of the difference:

- Aggressive salespeople "tell."

- Assertive salespeople "ask."

- Aggressive salespeople "go for the sale."

- Assertive salespeople "go for the customer."

Aggressive salespeople sell the old way. They talk, they brag, they give a demo, they manipulate to close the sale, they send proposals and in general they fight. They fight to get an appointment, they fight price, they fight competition and they fight for the sale — a sale that even if they win they have lost profit.

The assertive presentation challenges you, the salesperson, to bring forth a combination of your knowledge and value as it relates to customer needs as well as a superior ability to connect both verbally and nonverbally with the person or the group you're

addressing.

You'll know your assertive strategy is working when the customer or the prospective customer begins asking questions to get a deeper understanding about the value and difference your product or service offers. This changes monologue to dialogue and creates the power of engagement, or should I say assertive engagement.

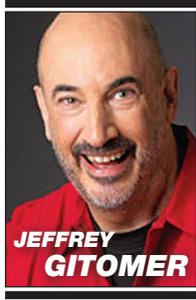
A FEW MORE WORDS OF CAUTION: The new way of selling requires more work on the part of the salesperson — more research, more preparation, more knowledge, better presentation skills, more value differentiation and more proof.

This accentuates my rule of "the more the more." The more research, preparation, knowledge, enthusiastic presentation skills, value differentiation and proof you bring to the sales presentation, the more sales you will make.

Which type of salesperson are you?

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

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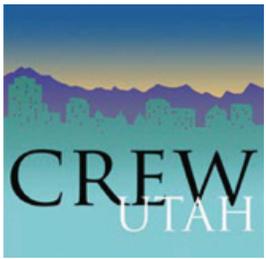
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Melissa has over 19 years of experience in the construction industry. She started her career as a Project Coordinator and worked her way through a variety of positions including Project Engineer, Project Manager, Estimator, Senior Estimator, Vice President and Director of Business Development. She currently is an owner of Sahara, LLC with the title of Senior Vice President/ Chief Operations Officer. In this role, Melissa oversees all Business Development efforts at Sahara, as well as overall company operations.

Melissa is very involved with several charitable organizations. Besides serving as the volunteer coordinator for SaharaCares Foundation, a 501(c)3 stand-alone non profit organization, she is also a Board Member for the Utah/Idaho Chapter of the Cystic Fibrosis Foundation. Along with this, she is a member of the Intermountain Cystic Fibrosis Parent Advisory Board.

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Millcreek Custom Home
\$1,100,000

Exquisite custom home, highest quality hardwoods, granite, cabinets and finish, huge great room with soaring 2 story ceilings, massive custom designed fireplace mantle, absolutely gorgeous kitchen, views from private balcony, separate office behind home that could have a bath, large lot with potential for pool, water features, "etc", unfinished area in lower level could be theater room. A must see home!



Holladay Custom Home
\$1,295,000

Gorgeous custom design, soaring ceilings, 2 story windows in main floor family area with mountain views, highest quality cabinets and finishes throughout, large main floor master, wonderful walkout from lower level rec room, custom designed wet bar, theater room, plus 2 bedrooms, 2 baths, and separate mother-in-law apt in lower level, large 3 car garage, delightfully landscaped!



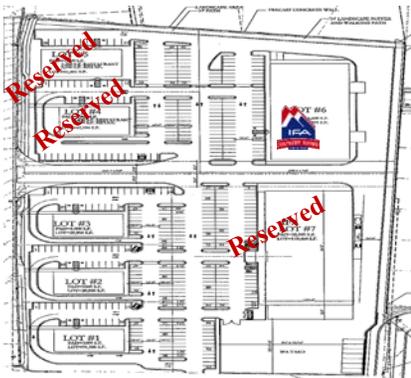
Holladay Estate
\$1,985,000

Rare opportunity in one of Holladay's finest locations, park like lot, over 1 acre with delightful gazebo, pool, lawn areas & beautiful mature trees. Soaring 28' ceilings through most of the main level, lots of light and windows, spectacular 2 story fireplace in large family room adjacent to kitchen, wonderful custom kitchen cabinets and granite counter tops, elegant main floor master suite with fireplace and his & hers walk-in closets. 6 garages, large 2 car attached to home with detached 4 car garage/workshop.



CR CHAPMAN RICHARDS AND ASSOCIATES

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



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

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



Lease Rate:
\$1,150/Month

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

COMMERCIAL DIVISION

1414 E. Murray Holladay Road
801-278-4414

FIRST MONTH FREE RENT!!!
1459 East 3900 South



Lease Rate: \$12.50 NNN
-2,000 Square Feet
-Private Atrium Entrance
-Main Floor Loading Dock

Barry Brinton 801-694-0243

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

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



1,288 SqFt
Medical/Dental Office
4 Procedure Rooms, Private
Office, Waiting Area
& File Room
Landlord Will Remodeled
With A 5 Year Lease
Lots Of Parking
*Seller Financing Available

Kym McClelland 801-573-2828

OFFICE BUILDING FOR SALE-GREAT LOCATION



1366 E. Murray Holladay Rd

For Sale: \$1,400,000

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



George Richards 801-631-9963

NEW 9 LOT SUBDIVISION-LANCER COURT

3270 W. 3650 S. West Valley City
For Sale: \$540,000

- West Valley has given final approval
- Across from Granger High School
- Paper Lot Price= \$60,000/Lot



George Richards 801-631-9963

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



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



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

Bijan Fakrieh 801-918-9000

Office Condo For Sale
2118 East 3900 South-Salt Lake City



For Sale: \$269,000
- 2,048 Square Feet (1,024 on
main & 2,048 garden level)
-Perfect For Owner/User

Great Millcreek Location, South Building-Very
Private and Quiet, Main Floor Has Tennant
GEORGE RICHARDS, CCIM 801-631-9963

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



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



GEORGE RICHARDS, CCIM 801-631-9963

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

Lease Rate: \$15.50 - NNN

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



GEORGE RICHARDS, CCIM 801-631-9963

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



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

GEORGE RICHARDS, CCIM 801-631-9963

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



LEASE RATE \$14.00 NNN
•2nd Floor Office Suite
•2,063 USF-2,427 RSF
George Richards, CCIM
801-631-9963



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

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