

Focus

WEBER & DAVIS COUNTIES

pages 15-18

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Footings are being poured for the massive wind-powered turbines being installed at the Blue Mountain Utah wind energy site near Monticello. RMT Inc., a Wisconsin-based construction company, began work on the Greenbriar Capital Corp. project earlier this month.

80-megawatt Blue Mountain wind farm project under way

John Rogers
The Enterprise

Construction is under way on Utah's newest wind energy site. The 80-megawatt Blue Mountain Utah project began near Monticello on Dec. 9. The start date will qualify the developer, Greenbriar Capital Corp., for \$42 million in federal investment tax credits.

The construction contract was awarded to RMT Inc. of Madison, Wis., a subsidiary of IEA Infrastructure and Energy Alternatives LLC of Chicago. RMT has built over 5,000 megawatts of renewable energy facilities throughout the Western Hemisphere, including the 120-MW Windstar Wind Project in Tehachapi, Calif., and the 10.5-MW

Kingman, Ariz., combined wind-solar project.

"Having RMT begin the construction at Blue Mountain is a major milestone event for the shareholders of Greenbriar Capital. We look forward to bringing the project online," said Jeffrey Ciachurski, CEO of Greenbriar Capital. Greenbriar is based in Newport Beach, Calif.

Energy production from the Blue Mountain site will be delivered to PacificCorp, parent company of Utah Power, under a 20-year power purchase agreement that was signed in July. Greenbriar purchased the project, including discretionary permits, eight individual landleases, option to purchase agreements and the PacificCorp con-

see BLUE MOUNTAIN pg. 19

IT managers to hire less in new year

Fewer than 10 percent of Salt Lake City technology executives expect to expand their IT teams in the first half of 2014, according to a new report. The just-released Robert Half Technology *IT Hiring Forecast* says that 9 percent of area chief information officers will add to their staffs from January through June. This compares to 14 percent in the previous six-month period just ending. In addition, 74 percent plan to hire only for open IT roles, 16 percent plan to put hiring plans on hold, but none expect to reduce their IT staffs in the first six months of the year.

In the same survey, 92 percent of Salt Lake City-area CIOs were optimistic about their companies' prospects for growth in the first half of 2014, and 75 percent felt confident in their firms' plans to invest in IT projects.

"Growing business activity in Salt Lake City is driving the demand for IT professionals," said Justin Rohatinsky, Salt Lake City branch manager of Robert Half Technology. "In particular, software and healthcare companies are seeking professionals skilled in web development, software upgrades and network administration."

The 2014 hiring projections are based on interviews with 100 CIOs who were asked to provide a six-month hiring outlook. The 2013 projections are based on an average of two separate CIO surveys conducted in the second and third quarters of 2013. The surveys were developed by Robert Half Technology and conducted by an independent research firm.

The report also revealed the difficulty companies are having finding qualified employees as 63 percent of Salt Lake City CIOs said it's somewhat or very challenging to find skilled IT professionals today.

Incentives to bring two projects, 221 jobs to state

Brice Wallace
The Enterprise

Salt Lake City will be headquarters for a panels and touchscreens manufacturer, and a Cache County employment increase is afoot with the planned expansion of a sock-making company.

Those activities are the result of Beijer Electronics and Zhejian Walt Technology, doing business as Lin Manufacturing & De-

sign, being approved last week for tax credit incentives by the Governor's Office of Economic Development board.

Beijer Electronics will create 71 new full-time jobs in Salt Lake City as it expands and moves operations from its Chicago base. It was approved for an incentive of more than \$1 million.

The 30-year-old company designs and manufactures human machine interface products for industrial manufacturers and

vehicle systems integrators. Its products include automation software, operator panels, industrial/panel PCs and mobile data terminals. Its panels and touchscreens are used to control machinery and visually communicate machine performance. Its products are used in packaging facilities, oil fields, marine vessels and long-haul trucks, among others. Beijer has 83 employees and sells

see INCENTIVES pg. 19



Poor and uninsured can create healthcare 'train wreck,' says Bell

Brice Wallace
The Enterprise

Uninsured Utahns living in poverty often let their illnesses go untreated, which leads to those conditions becoming "train wrecks" of major health issues that affect their ability to work, according to former Lt. Gov. Greg Bell.

Speaking at an Obamacare event presented by the Utah Health Policy Project (UHPP), Bell said Utah has fewer healthcare-related issues than many other states.

"It's not inexpensive, by any means, but it is the lowest-cost and among the highest-quality — rated sometimes fifth, sometimes first in the nation. When you combine cost and quality measures, it's really hard to beat Utah," he said.

"If you're in the system, that's an awesome group of statistics. If you're outside the system, [if] you don't have insurance, then that's meaningless."

Bell noted that Utahns under the poverty line are not eligible to turn to healthcare exchanges to find insurance coverage. Bell said he believes Utah can "remodel" Medicaid, leading to improved lives for more of the state's residents. The state should be able to find a way to reimburse healthcare providers so that they do not discriminate against people with Medicaid, he said. Medicaid recipients should be able to walk into a doctor's office "with confidence and dignity to get treatment like anyone else," he said.

"And then when those people get treatment ... they're able to get better jobs, they're able to contribute, they're better taxpay-

ers, they're better providers, families have more opportunities for education and the good things in life, and hopefully we've launched one, two and 10 or more families along the way to prosperity and the American dream, and this is the real foundation of it."

Bell, now president and chief executive officer of the Utah Hospital Association, said the Medicaid system today is "a mess," with "incentives and dislocations that are really kind of maddening."

"No one can really grab the wheel on the boat and steer it in a way, in my mind, that makes sense, so we try to offset the impacts. We try to deal with it," he said.

Gov. Gary Herbert will decide whether Utah will expand the Medicaid program. States fully expanding Medicaid to adults up to 138 percent of the poverty line are, under the Affordable Care Act, to receive full funding for the program for three years and receive 90 percent of funding thereafter. Estimates have indicated that 150,000 Utahns fall into that category, or about one-third of the state's 370,000 uninsured people.

The Utah legislature is worried about whether the state would be in charge of the program and if the federal match would continue. Bell said there are also concerns about benefit recipients. "There's a question about — I don't know how to say it — ... are these people that we're expanding Medicaid to, are they fit subjects? Are they truly needful? Are we talking about ski bums? Are we subsidizing people who could work? [It's] that sort of thing."

Bell said he wished the Medicaid issue could be separated

from concerns about the Affordable Care Act.

"It's unfortunate that this debate is sewn together to some extent with the Affordable Care Act, because it (the ACA) has become such a political football that you can't have a rational decision about that. It's just — *poof!* — one of those red flag things that you pull up and people run for their corners. ... People are so dug in. I hope that as we have this [Medicaid] discussion in January and February at the legislature that we can de-link it."

As for the ACA, Jason Stevenson, education and communications director for the UHPP, said that only 357 Utahns had signed up for health insurance through healthcare.gov between Oct. 1 and Nov. 13. The website was "dismal" early on but "seems to be improving quite a bit," he said, noting that many people have completed applications but not necessarily purchased a healthcare plan.

Matt Slonaker, executive director of the UHPP, noted that federal healthcare reform has faced challenges, including political and judicial, but the most recent problems have been technological glitches at the healthcare.gov website.

"But that's getting a little better," he said. "And a few short days ago, it seemed as though healthcare reform was bound for failure. Today, just a few days later, things have changed a bit, and from what I can tell, the floodgate has somewhat opened. We're seeing a lot more folks enroll in healthcare coverage. But that's not the end of the story. I think we're going to have some ebbs and some flows as we go through implementation."



Former Utah Governor and U.S. Secretary of Health and Human Services Michael O. Leavitt has been chosen by the Salt Lake Chamber to receive its "Giant in Our City" award.

Chamber tabs Leavitt for 'Giant in Our City' honor

Michael O. Leavitt, former Utah governor, former administrator of the Environmental Protection Agency and former secretary of the U.S. Department of Health and Human Services, has been selected to receive the Salt Lake Chamber's "Giant In Our City" honor.

Leavitt will receive the award April 10. He is the 35th person to receive the award in its 44-year history.

The chamber's Board of Governors established the Giant In Our City award, the chamber's most prestigious award, in 1969 to honor "exceptional and distinguished public service and extraordinary professional achievement."

Recent honorees include Roger Boyer, Ellis Ivory, Bishop Carolyn Tanner Irish, Bishop H. David Burton, Kem Gardner, Harris H. Simmons and A. Scott Anderson.

"Gov. Leavitt has given so much to our state throughout his remarkable career," said Lane Beattie, the chamber's president and

chief executive officer. "From his public service to his success in the private sector, he has had the vision and determination that has elevated the quality of life for all Utahns. He is very deserving of this honor."

Ron Jibson, president, CEO and chairman of Questar Corp., and chairman of the Board of Governors, said Utah still benefits from the leadership that Leavitt provided during his tenure as governor. "His contributions to our business community are also surpassed only by his dedicated public service," Jibson said. "We are excited to honor him as A Giant In Our City."

Leavitt served as Utah's governor from 1993 to 2003 and is one of only two Utah governors elected three times. Leavitt was appointed by President George W. Bush in 2003 to lead the EPA. Bush in 2005 named him secretary of HHS, a position he held until 2009.

Among his achievements, Leavitt founded Western Governors University, served as governor during the 2002 Winter Olympic Games, and modernized Utah's transportation system with an expansion of I-15 in Salt Lake County.

After his government service, Leavitt returned to Utah and established Leavitt Partners, a healthcare intelligence firm that helps clients navigate the future as they transition to better models of care.

The Salt Lake Chamber is Utah's largest business association. It has members in all 29 Utah counties and represents 7,850 businesses and approximately 500,000 Utah jobs—nearly half the state's workforce.

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Contractors donate playground

Douglas Kope of the Associated General Contractors (AGC) of Utah helps a child from Family Support Center's Crisis Nursery in West Valley City during the construction of a new playground at the nursery. AGC donated the labor and raised the money to purchase the equipment from Clearfield's Lifetime Fitness. "This is a tremendous opportunity for our association to give back to the community," said AGC president and CEO Richard Thorn. "We identified a real need for the Family Support Center and the children they take care of."

"It's important for our association to get involved with these types of community service projects," added Mark Green, president of M.C. Green Construction of Centerville and the AGC's chairman of the board.

"It was a delight when we found out this was going to happen," said Bonnie Peters, executive director of three FSC locations in the Salt Lake area. "Our staff and myself are ecstatic. It's such a wonderful donation because the kids that come to our center are here because things are not good at home. It's a place where kids can come when they need a stable environment. I'm overwhelmed with gratitude."

Seven to receive gov's science and tech awards

Seven Utahns will be honored for their contributions to science and technology by receiving medals from Gov. Gary R. Herbert. Along with state science advisor Dr. Carol Lynn George and the State Advisory Council on Science and Technology, Herbert will award the Governor's Medals for Science and Technology at an awards ceremony that will be held at the Leonardo Museum in Salt Lake City on Jan. 15.

"Advances in science and technology play a huge role in keeping Utah dynamic and competitive," said Gov. Herbert. "On behalf of the State of Utah, I commend these individuals for their work in their respective fields and thank them for their contributions to this great state."

Science Medals are presented in the categories of academics, science education, industry and government. The 2013 award

recipients and the categories for which they were nominated are: IM Flash Technologies, Industry; Aloysius S. Church of the University of Utah, Science Education; Tamara Goetz of Utah Valley University, Government; Larry Grandia of Health Catalyst, Industry; Larry Rigby of Larada Sciences, Industry; Henry S. White of the University of Utah, Academic; and Kenneth L. White of Utah State University, Academic.

The Governor's Office of Economic Development and the State Science Office award medals to science and technology leaders who have improved the lives of people in the state and nation through their research and/or years of service. The award program was initiated in 1987. Nominations are reviewed by the state's Science Advisory Council before formally presenting winners to the governor.

Goldenwest expands headquarters campus to Washington Terrace

Goldenwest Credit Union has announced plans to expand its corporate campus by adding a second facility that will be located in Washington Terrace. Goldenwest purchased the vacated building that originally housed the Family Fresh Foods grocery store at 5167 S. Adams Ave.

"Goldenwest Credit Union is a good corporate neighbor that currently serves many of our citizens and supports our community," announced Washington Terrace Mayor Mark Allen. "We are pleased to welcome Goldenwest to our city."

The Goldenwest executive team has worked closely with Allen and city manager Tom Hanson to ensure the campus expansion will be a win-win for both the credit union and the city.

"Our economic development plan includes finding reputable business partners that share similar values as our citizens," said Hanson. "Goldenwest fits our business-partner model as a respected organization with a commitment to enhancing our community and bringing jobs with sustainable wages."

The facility, known as Goldenwest Building 2, will eventually become the primary workspace for up to 175 employees in support departments, including information technology, accounting, operations and call center services. The Goldenwest corporate office, located about one block north at 5025 S. Adams Ave. in South Ogden, will continue to house the credit union's member-facing platforms, including a retail branch, mortgage lending, commercial services and insurance.

"We are excited to expand our corporate campus in southern Weber County," said Kerry H. Wahlen, Goldenwest president and CEO. "We appreciate the support we have received from Mayor Allen, city manager Tom Hanson and the city council members in this venture. Goldenwest Building 2 represents a significant investment in Washington Terrace City, and will contribute to our long-term success by better enabling us to meet the needs of our members."

In 2000, Goldenwest moved its corporate headquarters from downtown Ogden to the Adams Avenue building. Since that time Goldenwest has tripled in both asset size and membership, more

than doubled the number of branch locations and expanded its product line of mortgage, commercial and insurance services. The 77-year-old credit union recently exceeded \$1 billion in assets for the first time, in part due to a merger with Logan-based USU Credit Union.

"Our board of directors worked closely with President Wahlen to study options that provided the amenities we need to support our growing membership base, branch network and technology-based initiatives," stated Bill Hart, Goldenwest chairman of the board. "We believe that keeping our corporate campus in the South Ogden-Washington Terrace vicinity will allow us to expand our infrastructure in a cost effective manner that is suitable to both our employees and members."

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Leavitt: Alliances forged for survival

Economic pressures and “that instinct to survive” are prompting businesses and others to forge alliances that otherwise would not occur, according to former Gov. Mike Leavitt.

Leavitt, speaking at a Zions Bank luncheon last week, compared today’s quest for new approaches to a fire at the Governor’s Mansion 20 years ago, when even an electrical outlet screw was damaged as the fire sought oxygen.

“I’ve also come over time to realize that there are forces in our economy and in our world [that] when they begin to burn, they require oxygen,” Leavitt said.

“And it’s that sense of Darwinian instinct to survive that ultimately begins to drive us to do many of the things that we do — many things that are somewhat counterintuitive to us. But in order to become more competitive, to be in a marketplace where we can survive, we invent new ways of doing things all the time and it’s that force, that instinct to survive, that causes us to do that.”

Leavitt, who also served as administrator of the Environmental Protection Agency and secretary of the U.S. Department of Health and Human Services, is chairman of healthcare consulting firm Leavitt Partners. He has co-authored *Finding Allies, Building Alliances* with Rich McKeown, president and CEO of Leavitt Partners.

The concepts he discussed ap-

ply in both politics and business, he said.

“The first component to building good alliances is common pain — the ability for people to find a reason to act counterintuitively that they absolutely wouldn’t do without that pressure. And I would suggest that we’re beginning to see that kind of pressure, not necessarily by our political system, but by global economics,” he said.

The next steps involve finding allies and building an alliance. On the government side, the European Union is an example of such an alliance. On the business side, airlines with their code-sharing agreements, banks and power companies are examples, he said. Without its alliances, individual airlines faced the possibility of going out of business.

“And I believe we’re seeing the world intuitively begin to organize itself into networks, and those who can, in fact, accomplish this most efficiently will be leaders in the future,” Leavitt said.

The former governor said many operations in the past worked in a format akin to computer mainframes. They evolved to individual PCs and ultimately to powerful PC networks.

“I would like to suggest that that is a metaphor for the way the world is now beginning to respond, not just to data, but is beginning to respond to organized networks in response to this absolute economic pressure that’s coming, that we have to become more efficient and

we have to be able to do more with less,” he said.

During a question-and-answer period, Leavitt acknowledged that even the controversial Affordable Care Act has had some positives as a result of networks being established.

“I didn’t think it was a good idea,” he said of the ACA. “I think the way it’s approached things is fundamentally wrong, and I hope in time we will begin to see it change. I will say I think that it has been positive to see some change begin to occur. It has begun to make the system rethink and in ways that are completely different than what I think they contemplated.

“We’re beginning to see positive changes. People are doing hard things. It’s back to common pain. We’re beginning to see the healthcare market, for example, organize itself into networks. Why? Because networked care is more efficient than ‘silos’ care. And it’s not so much the Affordable Care Act that’s driven that; it’s the economic pressure that’s begun to drive that,” he said.

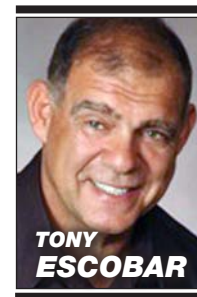
“It causes me to be a bit optimistic, despite the dysfunctional politics, that we will ultimately see a uniquely American [healthcare] system. Because the economics, if we can just get government out of the way of that and limit the interference, we will find solutions to this, I’m persuaded.”

It's never too late; you're never too old

Let's look at some amazing people that really lived and inspired all of us. These people did it, fighting some incredible disabilities and you can do it, too.

just a few short years ago.

Instead of succeeding in their own businesses, they come up with excuses like, “I have no money, I have no personality, I’m scared, I’ve already tried and failed, it’s not for me, I don’t have the drive, I don’t have the time, I don’t need the stress, I’m comfortable the way I am, I have enough to get by, there are too many things against me, I’m not educated enough, I don’t know how or I have my limitations,” just to name a few.



TONY ESCOBAR

Beethoven wrote his best music after he went totally deaf. Handel wrote his best compositions after doctors told him he was going to die. Homer and Dante, who were completely blind, wrote some of the greatest poems ever written. Helen Keller was deaf

and blind, yet she never gave up. Hannibal, one of the greatest generals in history, had one eye. Francis Campbell, one of the most amazing musicians ever, was completely blind.

There are more than 400 well-known singers and songwriters today who are deaf, blind or both — artist like Jose Feliciano, Ray Charles and Stevie Wonder. Sean Forbes, Mandy Harvey and Sky Mundell were deaf. Have you ever heard of Daniel DeFoe? He was degenerating in prison when he wrote *Robinson Crusoe*. Dante’s very best work was manifested while he awaited his execution.

Margaret Mitchell was bedridden while she wrote a book that eventually took close to 10 years to write. It had approximately 424,000 words and 557 pages. Over 2 million words were manually keyed on an old, slow 1930s Remington typewriter before the final version was finished. The book has been read by an estimated at 300 million people and the movie has been viewed over 100 million times. The book was called *Gone with the Wind*. It was released to the public in 1940.

Here’s something to ponder — and it is quite surprising Seventy percent of Americans working for a boss would prefer to be self-employed.

A new home-based business is started in America every 12 seconds. Now hear this — today there are about 41 million home-based businesses in the United States. Most are started by women, for under \$5,000, and 70 percent of home-based-businesses started by women succeed, versus 50 percent for men. As of January 2013 there were 11 million women in North America working in network marketing, which are home-based businesses.

Today, most people can’t recognize the opportunities that come their way each and every day. In fact, they are completely unaware of the abundance of talents they possess or the vast amount of technology that they have at their fingertips that wasn’t available

recognize or embrace their talents, their potential or even an opportunity when it comes their way. And even when they do, they soon quit, never realizing just how close they were to succeeding.

Have you ever thought just how many valuable talents that are held hostage inside you just dying to get out? How many times have you rationalized why you couldn’t or shouldn’t do something to make your life more productive, lucrative and better?

Do you realize that it’s perhaps your excuses that have held you back and kept you from realizing your dream of health, security, happiness, abundance and freedom?

Have the courage and determination to say to yourself right here and now, this very second, “I will rise to the top and I will be the best that I can be, I will do the best that I can do and I will be the example of courage, hard work and leadership for my children, grandchildren and my friends.”

I want every one of you reading this message to recognize and appreciate that every choice, every experience, every mistake, every decision, every rejection and every relationship that has brought you to this point in your life, has prepared you for this grand and magnificent moment in time and a precious moment it is, a moment you must immerse yourself into, a moment for you to embrace and seize right now!

There is something much better waiting for you. So, open your eyes, your heart and open your mind. You have choices that have to be made right now concerning your future, so make them boldly, courageously and assertively right now without trepidation or fear — this is indeed your magnificent moment. In the future, we will learn how to find and build a rewarding, home-based business.

Tony Escobar is a motivational speaker, author, coach and nutritional product formulator. His website is www.shareitforward.com.

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The truth about prepaid cards: They may not be right for your employees

There's a lot of hype surrounding prepaid, reloadable cards — with providers promising “no annual, monthly or overdraft fees and no minimum balance.” Users are interested in the idea of feeling like they aren't tied to a bank. Managers are being told that their employees want this “easy, low-cost” option for payroll.

Since there has been this buzz about prepaid, reloadable cards, the product development team at our bank decided to consider whether we could and how we should offer this product. After extensive research, we concluded that this product may not be

beneficial, or even desirable, to our customers — including your employees. I want to tell you more about what we learned.

Research showed that there is little demand among our customers for this type of product, and where there is a demand there is reluctance to pay fees. However, one of the findings about existing prepaid cards is that they still carry fees — most of them more expensive than a checking account. An article in *The Banc Investment Daily* said the same thing. Although companies offering prepaid cards are telling you your employees want them,



RICHARD GRAY

Care and planning will make your holiday party successful

“I must stop this whole thing! Why, for 53 years I've put up with it now. I must stop Christmas from coming. But how?” No one intentionally wants to be like the character in the classic story *How the Grinch Stole Christmas*, but a well meaning holiday party gone wrong could strongly harm your holiday.

Bottom line, holiday parties are a great idea. When successful, these celebrations are great moral boosters, team builders and opportunities to celebrate the successes achieved during the year. In particular, inviting the families of the employees to the celebration is a strong tool in gaining employee loyalty and engagement, leading to retention and better performance.

No doubt these events are fun, but do involve a lot of work and planning to pull off. Additionally, in this litigious society, employers need to carefully consider managing the liabilities of holding a company holiday party.

As companies around America drag out the lights, consult with caterers and order booze for their annual holiday parties, know that once the celebrations are over, more than one in three employees will report that the festivities got out of hand. It could be that a worker used the mistletoe as an excuse to get frisky with a colleague, or a few tipsy employees exchanged heated words — or even came to blows. Thirty-six percent of U.S. employers report worker misconduct at holiday parties, wrote Albert Brannen, an attorney at Fisher & Phillips LLP, in the firm's November 2013 Labor

Letter. The misconduct runs the gamut: excessive drinking, sexual advances, off-color jokes, vulgar language, arguments and fist fights.

I offer a few suggestions on proceeding with this tradition:

- Do not require attendance and refrain from “strongly encouraging” attendance. To do so may cross the lines between a voluntary and thus non-compensable event and work. Additionally, clearly stating that the event is voluntary may be part of any potential defense involving workers compensation, wage and hour, and many other regulatory issues. On the non-legal side, some employees prefer to maintain a firewall of separation between their work and personal life. This preference needs to be respected so any form of pre- or post-event coercion could backfire.

- Consider the issue of alcoholic beverages. Begin with your company culture. If your culture is adverse to serving alcoholic beverages this is not a question. However, if it is a tradition or consistent with your company culture, be very cautious. Limit any company paid beverages, and do not serve a punch that may mask alcohol. The best advice is to have a licensed third party to cater the event and have them responsible for the serving of adult drinks. Many states, Utah included, have strong dram shop laws that clearly place the liability of a DUI accident on the provider if they serve alcohol to an intoxicated person, or to the point of intoxication or

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it is more likely your employees want a simple, free solution for receiving, cashing and using their paychecks — which is not always the case with a prepaid card.

If consumers want a product that allows them the flexibility of using a card, but hesitate to use a product that has fees, there are likely better options for them out there.

Many community banks still

offer free banking services for many products, including free checking accounts that come with a debit card. The standard definition of a “free” checking account is a checking account with no minimum balance requirement and no monthly fee. This type of account is low-cost, safe and easy for customers and usually fills the needs of those who are interested in the convenience of a prepaid card.

There are free ways to do basic financial transactions, and talking to someone at your financial institution may yield information about accounts or services you didn't know about.

Besides the fee income a company earns from offering prepaid cards, why else are companies offering them? Is there really a

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Industry Briefs

ACCOUNTING

• **James & Co. Business Advisors/CPAs** has hired **Skip Schenck** as senior tax accountant.



Skip Schenck

Schenck most recently was with JD Clark & Co. in Ogden. His background includes experience in tax return preparation and review as well as multi-state taxation, with a focus on investment partnership returns. Schenck earned a Bachelor of Science in Accounting and Master's in Taxation from Weber State University.

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AGRICULTURE

• **Joel and Becca Ferry** recently received the **Utah Farm Bureau's Young Farmer and Rancher "Achievement Award."** Presented at the Utah Farm Bureau Annual Convention, the award is a competition that recognizes young farmers and ranchers who have excelled in their farming or ranching operations and honed their leadership abilities to superiority. The Ferrys live in Brigham City but farm in partnership with Joel's family in Corinne. They received a plaque, a \$500 check from the General Motors, a 2013 Polaris Ranger ATV from Polaris Industries, an insurance policy for the ATV from Farm Bureau Financial Services, and an expense-paid trip in January to the American Farm Bureau Federation annual meeting in San Antonio, Texas. The Ferrys will compete at the gathering against Achievement Award winners from across the nation.

BANKING

• Community members can participate in the **"Christmas Wishes"** program by going to any one of 17 **HeritageWest** or **SouthWest Community credit union** branch offices in Salt Lake,

Tooele, Carbon, Iron or Washington counties, selecting a hand-made ornament from the Christmas tree in the lobby and returning them by Dec. 13. The program's goal is to make Christmas wishes come true for 550 school children who attend Lincoln Elementary School in Salt Lake City. Seventeen years ago, a credit union leader visited the school to ask what the organization could do to help the children. Together, they decided to adopt the school at Christmastime to ensure every child received two Christmas gifts: a "need," like socks, pillows, shoes or even food and school supplies; and a "want," gifts like remote-controlled cars, Barbie dolls, action figures, soccer balls, games and electronic devices. The requests are written on ornaments made by each child. The credit unions will deliver the presents to the children at the school Dec. 19.

• **Celtic Bank**, Salt Lake City, has hired **Jerry Murphy** as vice president of business development in the SBA and Commercial



Jerry Murphy

Lending department. Murphy will be based in Reno, Nev. During his 27-year career in the banking and finance industry, Murphy has served as a bank examiner, underwriter and business development officer. Over the past 17 years, Murphy has originated over \$300 million in commercial real estate loans nationally, with an emphasis on SBA, USDA and conventional financing.

COMMUNICATIONS

• **Comcast Business**, a unit of Comcast Cable, has named **Paul Merritt** as director for the company's Mountain Region. He will oversee the company's commercial services offerings in the region. Merritt has more than 10 years of executive leadership experience driving direct and channel sales in organizations of up to \$200 million in annual sales. Prior to Comcast Business, Merritt served as regional director for channel sales at Integra Telecom. Merritt was also vice president of sales at Redapt, responsible for building new sales channels and growing existing partnerships. He also served as director of sales at Qwest Communications and vice presi-



Paul Merritt

dent at XO Communications.

CONSTRUCTION

• **Reaveley Engineers Associates (REA)**, Salt Lake City, has named **Dorian Adams** as president. It is only the second time in the 37-person company's 41-year history of transitioning within its key leadership. Adams joined REA in 1997 as a project engineer, was made an associate in 2006, and in 2008 advanced to principal. He has managed the design of many projects with budgets in excess of \$100 million, including the Intermountain Medical Center, Riverton Hospital and St. George Municipal Airport Terminal.



FOOD

• **Nutranomics Inc.**, a research and nutritional food products company based in Draper, has appointed **Dr. Enkhmart (Michelle) Dudleenamjil** to supply chain manager. Prior to joining Nutranomics, Dudleenamjil was manager of technical services at Sabinsa Corp., a Utah-based manufacturer, supplier and marketer of nutraceutical products. Dudleenamjil's education includes a Ph.D. from Brigham Young University in microbiology.

INTERNATIONAL

• The **World Trade Center Utah** board of directors has appointed **Elizabeth Goryunova**, executive vice president and chief operations officer, as the organization's interim president and chief executive officer as the board begins the process of searching for a new president/CEO.



Elizabeth Goryunova

Lew Cramer left the president/CEO position to become CEO and president of Coldwell Banker Commercial Intermountain.

Goryunova also serves as a director of international relations for the Salt Lake Chamber and is one of 10 in the United States private sector liaison officers to the World Bank Group and IDB. She serves on the board of the District Export Council as a treasurer, and on a directive council of the Italy Utah Cooperation Center, a nonprofit volunteer organization. She is a member of the International Women's Forum, a founding member and president of the Organization of Women in International Trade (Utah Chapter), and a member of the Academy of Management and the International Leadership Association. She previously served for four years on the Utah State Radiation Control Board and for three years on the University of Utah International Center Advisory Board. Goryunova has two decades of experience in international business development in academia, industry (electronics manufacturing, finance, marketing consulting) and a nonprofit, both in Utah and overseas.

LAW

• **Callister Nebeker & McCullough**, Salt Lake City, has announced that **Geri A. Allison** has become a shareholder and that the firm has hired **Peter K. Smyth**, **Steven A. Tingey** and **Nicholas W. Anderson**. Allison joined the firm in June 2001 as of-counsel. Her practice focuses on regu-



Geri Allison



Peter Smyth



Steven Tingey



Nicholas Anderson

latory compliance, documentation of commercial loans and consumer financial services products and employment law. She concentrates her focus in the Banking and Finance section of the firm. She is a graduate of the University of Utah College of Law. Smyth has joined the firm as an associate attorney and will be working in the Estate and Tax Planning section. Tingey has joined the firm as an associate attorney and will focus his practice in the areas of estate and tax planning, business law, banking and finance, and real

estate law. Anderson has joined the firm as an of-counsel attorney. His practice is focused on commercial real estate transactions and estate planning. He is a member of the firm's Real Estate and Estate and Tax Planning practice groups.

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CASE
CONSTRUCTION

REAL ESTATE

• The **Independent Brokerage Group (IBG) Committee** has appointed **Michael Jeppesen**, president and managing broker of IPG Commercial, as its chairman. The appointment was made at the annual Fall World Conference of the Society of Industrial and Office Realtors (SIOR) in Chicago. Jeppesen will oversee the committee's management and direct the activities of the committee to achieve its objectives. Jeppesen achieved his industrial designation in SIOR in 2010 and has served SIOR in various leadership positions, including Utah chapter president in 2013. As president and managing broker of IPG Commercial, Jeppesen is responsible for leading the industrial real estate firm and providing service to a diverse group of building owners and occupiers in Utah and across the country.

• **Coldwell Banker Residential Brokerage** announced that **Kari Draman** has affiliated with the company as a sales associate in its South Valley office in Draper. She will specialize in residential sales throughout south Salt Lake County. Draman previously worked at K D Taxes as a California registered tax preparer and bookkeeper.



Kari Draman

• **Primary Residential Mortgage Inc. (PRMI)**, an independent resident mortgage lender based in Salt Lake City, has named **Burton Embry** as senior vice president of quality assurance and industry relations. He will

Industry Briefs

oversee the Quality Assurance and Recourse Defense Mitigation team and will provide significant consultative direction to the Compliance Management Systems team. Embry has more than 25 years of experience in the mortgage industry, including executive, quality and legal management; loss mitigation and broker administration. Embry returns to PRMI after serving as the executive vice president and chief compliance officer at LeaderOne Financial Corp.

as executive vice president of business development. In his new role Dundon is responsible for overall revenue growth at Alianza, including partner development and strategic customer relationship management. He has more than 25 years of telecommunications and IT management experience. He spent 16 years at Level 3 Communications, where he was a member of the leadership team that founded the company. Dundon led various functional areas of the company, including business development, marketing, product, network and operations. Prior to Level 3, Dundon held numerous leadership roles at MFS Communications and Centel Communications.



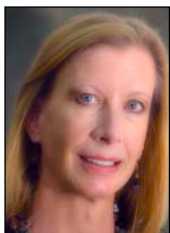
Kevin Dundon

• **Fusion-io**, Salt Lake City, has hired **Ted Hull** as executive vice president and chief financial officer. Hull will oversee Fusion-io's finance, accounting, investor relations and facilities functions. Hull previously was vice president of finance at Cisco since 2007. Prior to Cisco, Hull served as CFO at Isola, vice president of finance and then CFO at Maxtor, and vice president of finance at Exodus Communications. He also served as division controller in the IBM SSD division, in addition to other senior financial roles at IBM during his 17-year tenure at the company.



Ted Hull

• **Orchid Event Solutions**, Salt Lake City, has appointed **Amy McMinn** as vice president and chief information officer. McMinn has more than 25 years of experience in software design and development. Most recently, she led a team of 30 software and human factors engineers at L-3 Communications Systems-West, which develops communication systems for intelligence collection, imagery processing and satellite communications, and was responsible for all graphics user interface development within the company.



Amy McMinn

• **Alianza Inc.**, a cloud voice platforms company based in Lindon, has hired **Kevin Dundon**

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RETAIL

• **Zrii LLC**, a nutrition and wellness products company based in Draper, has hired **Matt Ward** as vice president of global sales. Ward previously was a "5-Star Ambassador" and one of the top earners at ViSalus.

TECHNOLOGY/LIFE SCIENCES

• **ZenPrint**, a cloud printing platform company based in Provo, has named **Dave Boyce** as chief executive officer. Boyce has more than 20 years of technology leadership experience. Prior to ZenPrint, Boyce was the founder and CEO of Fundly and will remain as Fundly's chairman of the board. Prior to Fundly, Boyce was Oracle Retail's vice president of product strategy, responsible for 43 products globally. Boyce also ran strategy and business development for ProfitLogic. His education includes a bachelor's degree in German Literature from Brigham Young University.



Dave Boyce

• **Alianza Inc.**, a cloud voice platforms company based in Lindon, has hired **Kevin Dundon**

My startling question: Is Santa Claus really Google

After nearly 60 years of a wavering belief in Santa Claus, I have come to a major AHA! Santa Claus is actually Google.

Think about it:

Google knows when you're sleeping.

Google knows when you're awake.

Google knows if you're bad.

Google knows when you're good.

Google has lists, and she checks them twice.

Google knows who's naughty.

Google knows who's nice.

And Google reads all your letters!

Holy cow! How can this be? It sure clears up a lot of mystery.

I've always wondered how Santa Claus knew all this stuff. How did he find my house? How did he know what I wanted? It turns out



JEFFREY GITOMER

Google knows everything about everyone. Especially you.

Google knows where you live.

Google knows where everyone lives.

Google knows what you want.

And Google can make it into your home

and everyone else in the world's home on Christmas Eve.

Pretty cool, huh?

Finally, the real of Santa Claus is exposed! The Clark Kent of our time has been revealed. THE

QUESTION IS: How has Santa, er, I mean Google, rated you this year? Is she going to bring you everything on your wish list?

And maybe a bigger question is: how are you taking advantage of the Santa Claus elements Google presents to help you build your personal brand and reputation?

Actually, I wonder if your Christmas wish list contains a wish for you to have a better personal brand next year. Or a better reputation next year. Or a higher Google ranking next year. Or maybe to occupy the entire first page of Google next year.

see GITOMER pg. 8

→ RECEIVING ←

CHRISTMAS

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After you've read the book, share your story of how you receive Christmas and read how others have shared at www.receivingchristmas.com This is a great neighborhood gift that inspires and touches the most tender parts of the heart, for friends and family members.

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GITOMER

from page 7

Probably not.

Your Christmas list probably contains material things like an iPad, or a smartphone, or an Xbox, or some clothing. Too bad.

Like Santa Claus, mother Google keeps track of you all year long. You can't just all of a sudden become nicer at Christmastime! You have to be nice all the time. You have to be good all the time. You have to be ethical all the time. And you have to take reputation-building actions all the time in order for mother Google to look upon you favorably.

And just so we understand each other, mother Google doesn't make a list and check it twice. She already has the list, you are already on the list, and that list gets checked *every day*.

If you're trying to harvest the bounty that Google offers — the free bounty that Google offers — you have to take the appropriate actions that will move you up the list, and keep adding to the list on a consistent basis.

- Write something and post it online.
- Have an article published someplace.
- Tweet something meaningful.
- Speak someplace.
- Join a business group.
- Lead a civic group.
- Participate in a charity.
- Start a personal website.
- Tweet something profound.
- Create a blog and post an entry every day.
- Post on your Facebook business page.
- Put a video up on your YouTube channel.
- Do something noteworthy in your community.
- Tweet something that helps others.
- Invite people to your LinkedIn page.

Do all of these things consistently. Some daily. Some weekly. But each of them at least monthly. The key to building your Google reputation is consistent action, consistent writing and consistent posting.

The week between Christmas and the New Year presents an amazing opportunity to any person who is B2B, and many B2C. It's the time to make your plan for next year. The time to make your Christmas list is not Dec. 1, it's Jan. 1. That's the day you begin to earn your gifts from mother Google for the next year. Or not.

OK, so Google may not *really* be Santa Claus. But the similarities are remarkable, and the results are the same. If you're good, you get toys. If you're bad, you get coal.

The reality is you have to be on the good side of Santa Claus, and you must be on the good side of mother Google.

How important is your Google

ranking? If you want material things, a great Google ranking, a great Google personal brand, and a great Google reputation will ensure that you get all the things on your list, and a new house, and a new car.

Happy, healthy, wealthy, family holiday and New Year!

Jeffrey Gitomer is the author of 12 best-selling books including The Sales Bible and The Little Red Book of Selling.

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Rocket Fizz shop comes to The Gateway

Rocket Fizz, a beverage, candy and gift shop, has opened in Salt Lake City's Gateway Center. It will be the company's only northern Utah location.

"Rocket Fizz will be a wonderful addition to our many family friendly shops," said Rochelle Fraser, marketing director at The Gateway. "The store offers an awesome variety of items for those who are looking for a unique gift or a special treat for themselves

during their holiday shopping."

Rocket Fizz Soda Pop and Candy Shops stock thousands of different kinds of bottled soda pop and candies from around the country. In addition, customers will find hundreds of retro and gag gifts, posters and even tin signs. The store occupies 3,500 square feet, using the space formerly belonging to Blickenstaffs and also some of the space that once housed Called to Surf.

"Rocket Fizz is finally coming to Salt Lake City and we are so excited about it," said Patrick Evans, owner of Rocket Fizz. "With over 2,000 kinds of nostalgic and imported candies, chocolate and taffies, 500 types of bottled soda, and more gags, toys, and fun than you can shake a stick at, Rocket Fizz will become the No. 1 shopping place for anybody who likes to have fun."

Happy Holidays
from **THE Enterprise**
UTAH'S BUSINESS JOURNAL

*The Enterprise will not be publishing on December 23. Look for our next issue, **The 2014 Book of Lists** in your mailbox December 30.*

From our families to yours, have a very Merry Christmas and the happiest New Year!

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concentrate



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Midwest
COMMERCIAL INTERIORS

A great Christmas idea: Give the gift of travel

I'm a big advocate of giving travel as a Christmas gift for family members. I've given tickets to the Utah Shakespeare Festival summer season, including lodging in Cedar City, several times. A few years ago, my gift was a trip to the Sugar Bowl in New Orleans. Everyone in the family still talks about that one. The fact that Utah waxed Alabama left us all with a particularly good feeling. One year, it was a summer vacation in Yellowstone Park, including horseback riding at Roosevelt Junction and a whitewater rafting trip out of Jackson. Several of our children still have pictures from that trip on their Facebook pages. Last Christmas, I gave a cruise up the West Coast from Los Angeles to Vancouver we all took in early May.



A cruise makes an excellent Christmas gift, and you can get a lot of them for very reasonable prices. That West Coast cruise for seven days was only \$299 per person. Right now, you can get one in the Eastern Caribbean on Norwegian Cruise Line's super ship, the Epic, that's a week long, leaving Jan. 4 from Miami for just \$399 per person.

I always get a gift certificate from my travel agent for the trip I give. He supplies me with a little travel bag to put it in and I include brochures and photos from the places we'll be visiting. The trip we are going to be taking together is always the big topic after we unwrap gifts on Christmas Day.

Now, if you want to be a little more extravagant, river cruises are becoming a bigger and bigger part of the leisure travel world. Instead of \$399 per person for a week, you are talking \$3,000 to \$10,000. A river cruise means you are going to be with about 175 to 250 passengers versus 2,500 to 6,000 on most ocean liners. It usually also means a big up-curve in service and dining. You won't be at sea going from one port-of-call to the next; you'll be in continuous contact with the scenery, and a daily shore excursion will be included as a part of the package you are purchasing.

Two years ago, a Nile River cruise from Luxor to Aswan was included as part of a group tour I led through Rome, Israel and Egypt. Everyone in our group said the river cruise was the highlight of everything. Some said the cruise was the best trip of their lives. We sat on deck, some sipping wine, others Diet Coke, surrounded by the sights. We would dock, exit the boat, and walk no more than a hundred yards into an ancient Egyptian temple, everything being explained by a college educated guide. For a church group visiting Rome and Israel to say the Nile River trip in Egypt was the highlight is truly amazing.

A travel agent friend of mine told me he has a client who had gone on 19 ocean cruises and then took a river cruise. He says the client said he wished he had known about river cruises "a long time ago, because that's what we would have been taking all along." I personally have loved every cruise I've been on (ocean liner or river boat), but the river cruises are over the top.

And apparently I'm not by myself in extolling the virtues of river cruises.

One line alone, Viking River Cruises, will match or exceed the record number of ships it is set to launch in 2014 yet again in 2015. Viking has doubled its fleet in the last two years by debuting 16 new longship-class ships. The line's fleet currently stands at more than 30 ships, and they plan to launch another 14 longships in 2014, plus another order for 14 ships in 2015 will push the fleet to more than 60 ships and see the line nearly redouble the size of its fleet. All in just a two-year period.

Anyway, giving travel as a gift was one of the best ideas I've ever had. Some folks simply purchase a travel gift certificate for a dollar amount and let the recipient use it for any future trip they want to take. That's good, but I prefer to put together a specific trip because I think it does more to really capture the imagination of those to whom I give it.

Bottom line for Christmas gifts: If you want to give something that will be a memory maker, wrap up some travel.

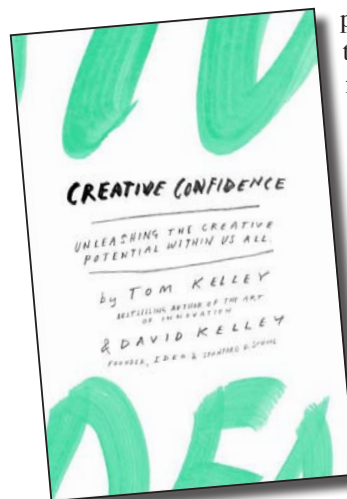
Here are three business reads that will give you a head start on the new year

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

...

Creative Confidence: Unleashing the Creative Potential Within Us All by Tom Kelley & David Kelley, Crown Business, 288 pages, \$28.00, Hardcover, October 2013, ISBN 9780385349369

As children, we were encouraged to practice at everything—our multiplication tables, piano lessons, batting/catching/kicking/throwing. With



practice, we were told, comes perfect (or at least proficiency). But the older we got, the more we gravitated toward those things that we were most confident in. Those of us that gravitated toward "the arts" were deemed cre-

ative; those of us who had a knack for fields like math were relegated to a different category, and probably lost confidence in our creative potential as we got older. Tom and David Kelley explain why this is a mistake:

"Creativity is much broader and more universal than what people typically consider the 'artistic' fields. We think of creativity as using your imagination to create something new in the world. Creativity comes into play wherever you have the opportunity to generate new ideas, solutions, or approaches."

The Kelley brothers would know. They have "worked together for thirty years at the forefront of innovation" — most notably at IDEO, a leading innovation and design firm. David Kelley was also the creator of the d.school at Stanford University, and Tom Kelley the author of the classic *Art of Innovation*. And in their new book, *Creative Confidence*, they encourage everyone to contribute creatively to the greater good, whether it's of your department, organization, community, or society.

To that end, the Kelleys introduce us to the three factors that must be balanced within every successful creative venture: Technical (Is the idea feasible?), Business (Can we afford it?), and People (Who is this for and what do they need?). It is that last part—being human centered—that the Kelleys think usually gets overlooked. Creating a sustainable creative culture "depends on an absence of fear of failure and judgment" in the workplace, they believe, because to truly innovate you need everyone in the organization to believe in themselves as creative thinkers to contribute

their ideas.

"At IDEO and the d.school, we seldom say, 'That's a bad idea' or 'That won't work' or 'We've tried that before.' When we disagree with someone else's idea, we push ourselves to ask: 'What would make it better or what can I add to make it a great idea?' or 'What new idea does that spur?' By doing so, we keep the creative momentum going instead of cutting off the flow of ideas."

It's this kind of advice that makes *Creative Confidence* such a valuable resource. Not only are the authors some of the most innovative practitioners in business today, but they offer applicable advice we can implement immediately. They even offer a chapter of "Creativity Challenges" to continue your practice. This book isn't so much about setting your inner artist free as it is about feeling free to acknowledge and honor your ideas and your natural talent for creative thinking.

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Dot Complicated: Untangling Our Wired Lives by Randi Zuckerberg, HarperOne, 256 pages, \$27.99, Hardcover, November 2013, ISBN 9780062285140

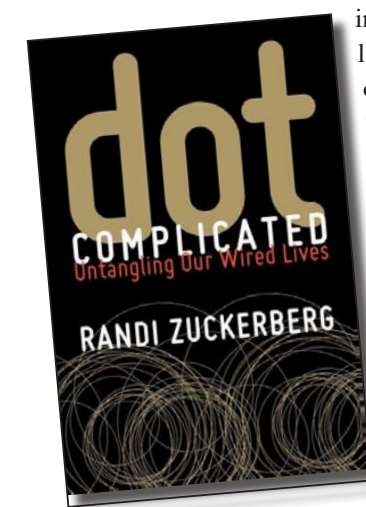
I know people who swear that they would feel isolated if it weren't for their smartphones and social media. And I know people who have become overwhelmed by the proliferation of devices and digital communication, and don't welcome technology's further incursion

into their personal lives. Regardless of which side of the fence you're on, one thing is certain: technology has made our lives more complicated.

No one knows that better than Randi Zuckerberg — Silicon Valley CEO, social media expert, former

marketing executive at Facebook, and sibling to its famous co-founder. In her new book, *Dot Complicated*, which she describes as "part personal story, part thoughts for the future, and part guide for finding the right balance of tech in your life," she intertwines her personal experiences with professional expertise.

What will hook most readers is the story of going to work for her (younger) brother at Facebook in 2005. She began there in a "hybrid marketing-business development-sales role," doing anything the startup needed that didn't require an engineer, all the while realizing what an opportunity and



COVERT

from previous page

burden she was facing.

"The benefits of my last name far outweigh the negatives, and it's definitely opened lots of doors for me. But open doors alone don't get you anywhere unless you do something once you walk through them.

"From the moment I joined Facebook I knew I had a long road ahead of me and was existing beneath a very big shadow. There was a chance that no matter what I did I would never be more than someone's sister."

That passage does a good job of representing just how likeable, honest and open Randi Zuckerberg is throughout this book. And that's why *Dot Complicated* is ultimately such a worthy read. There's a lot of entertaining insider anecdotes from her experiences during the first eight years of Facebook and other Silicon Valley ventures ("At start-ups, a lot of work gets accomplished on napkins"). But it is also the story of her learning curve as a businesswoman at the forefront of a rapidly growing tech business at a time the tech business is taking the world by storm. And it is not only about how it has changed her life, but how it has changed all our lives, and how best to navigate those changes.

Life is complicated, but life is even

more complicated when you work in the ever-evolving, demanding technology sector, or when you live that life openly via social media. Distilled, each chapter of *Dot Complicated* takes a look at an aspect of life affected by the modernization of communication—from our friends and our family to our future — and offers advice, humor and insight on our modern life from a woman who epitomizes it.

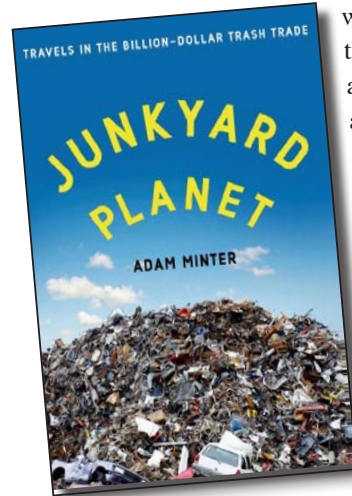
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Junkyard Planet: Travels in the Billion-Dollar Trash Trade by Adam Minter, Bloomsbury Press, 304 pages, \$26.00, Hardcover, November 2013, ISBN 9781608197910

You have probably wondered (and maybe even think you have a good idea of) what happens to your garbage after it leaves your home. But, have you ever wondered how much your garbage is worth? And, further, do you know what kind of global economy you are fueling every time you put your bins out on the curb? Adam Minter has not only thought about these things, he has, with his new book *Junkyard Planet*, provided an in-depth look at how humans buy, trade, process and sell what so many of us discard as garbage.

Minter leads the book with a story about something apropos for the upcoming holiday season: Christmas lights. It is

about a product primarily consumed in the United States, but this story takes place in China, and sets the tone for what will follow throughout the rest of *Junkyard Planet*. Interviewing the owner of a scrap-metal processing facility in Shijiao, China, Minter uncovers a particularly valuable piece of trash: copper wire. Your tangled ball of Christmas lights is full of this



wire, and when you throw them away there are good odds that someone in China or another developing country will be interested in buying

them for that copper.

But, while the benefits of the booming trash trade are numerous, there are also serious concerns and consequences — especially environmental. In the developing economies where this material usually ends up to be processed, there is often little or no regulation of how waste is handled, and the processes in place for separating once-married materials such as plastic

and metal are often crude. The scrapper's original process of separating the rubber sheathing from copper wire in the aforementioned Christmas lights, for example, was to simply dump fuel on the mess and burn it. While this particular scrapper has since found a demand for the recycled rubber and began separating the scrap materials more carefully, there are many materials for which there is little or no demand, and the process for extracting the valuable element creates a dangerous and dirty environment. This illustrates one of *Junkyard Planet's* key points: usually, the only thing "green" about recycling on the global scale is the money to be made.

The stories and figures presented in *Junkyard Planet* are surprising and often amusing, but the book also offers some serious fuel for thought. How can we better take out the trash, not simply for the good of Mother Nature — though that's a worthwhile consideration — but for the good of our national and local economies? The motto "Reduce, Reuse, Recycle" sees far greater recognition in its final command: recycle. But as Minter shows us, recycling is still the least preferable option — well after reduction and reuse. It's true that recycling is a better option than simply burying or burning our trash, but recycling is an industry like many others, thriving on demand. And the demand is not for cleaner air and water but, quite simply, for cheaper raw materials.



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Opinion

No need to fight the mall traffic to buy this Christmas gift

As Christmas approaches, the shopping mall can become a shopping maul. One of the ways of buying gifts for family and friends, without becoming part of a mob scene in the stores, is to shop on the Internet. However, for many kinds of gifts, you want to be able to see it directly, and perhaps handle it, before you part with your hard-earned cash for it.

One gift for which that is unnecessary is a book. Books are ideal Christmas presents from the standpoint of saving wear and tear on the buyer.

There are the traditional coffee table books, featuring marvelous photographs by Ansel Adams or the moving human scenes in the paintings of Norman Rockwell, both of which are very appropriate books for the holiday season. But there are also more serious, or even grim, books that some people will appreciate as they read them in the new year.

One of these latter kinds of books is the recently published *Why We Won't Talk Honestly About Race* by Harry Stein. It is a bracing dose of truth, on a subject where sugarcoated lies have become the norm.



THOMAS SOWELL

This book says publicly what many people say only privately, whether about affirmative action, Barack Obama or the ongoing obscenity of gross television shows about paternity tests, to determine the father of children born to women whose lifestyle makes it anybody's guess who has fathered their children.

Hopeful signs from the past and the present are also covered, along with honest and insightful people like Bill Cosby and Shelby Steele. But the abuse to which such people have been subjected is a sobering reminder that it is still a struggle to confront racial issues.

A very different book, but one with the same goal of getting at reality, despite society's prevailing fog of rhetoric, is *Choosing the Right College*. For both students and their parents, this book can be enormously valuable. It is by far the best college guide, for both its honesty and its insights.

Unlike other college guides, *Choosing the Right College* is judgmental. For example, it says that Boston College has a "terrific political science department" and its graduates in "finance have a fast track to

jobs in big Boston firms" but "education and sociology departments are mediocre hotbeds of radical activism."

That kind of information not only helps when deciding which college to attend, it also helps in choosing which courses to seek out and which to avoid after you have enrolled. Too many colleges have a narrow and intolerant politicized atmosphere, with professors giving low grades to students who do not go along with the leftist vision.

Barnard College is described as having "doctrinaire leftism" that "pervades every nook and cranny of campus." But MIT is credited with a politically "diverse or neutral" environment where the students "are too busy for activism."

Unlike most other colleges, Hillsdale College still has "single-sex dorms, with firm visitation rules" and a "very extensive, well-taught core curriculum." It also has "almost unanimous political conservatism" that may not be for everyone. Nor is its isolated location "in a very cold part of the country."

In short, the 900-plus pages of *Choosing the Right College* lay out in plain English the pluses and minuses of colleges and uni-

versities across the country, calling a spade a spade. They report; you decide what is right for you.

With so many people already speculating as to who might be the "frontrunner" for the Republican nomination for president in 2016, Wisconsin Gov. Scott Walker's new book, *Unintimidated*, may be especially worth reading. It shows a man of real depth, and with an impressive track record that ought to overshadow the rhetoric of others, especially among the Washington Republicans.

Unlike the Washington Republicans, Gov. Walker has been tested and has come through with flying colors. His ending the labor unions' sacred cow status in Wisconsin, in spite of union thuggery in the capitol and death threats to himself, his wife and his children, tells us what kind of man he is.

Merry Christmas to all.

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

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It has nothing to do with luck; it's how you play the game

When the alarm goes off, chances are your mind floods with a deluge of thoughts — the training you've got to present at noon, those employee reviews you still haven't wrapped up, the disagreement you had with your spouse, etc. That serene look of sleep is quickly replaced with frown lines. How would it be to wake up instead with a nice, big smile on your face?

One of my favorite speakers, Richard Scott, has said the key to waking up with a smile every day is to go to bed with a wire coat hanger, bent up just so, inserted in your mouth — voila, you've got a big grin! In other words, there is no assurance that you're going to have a smile on your face every morning. But I'm going to pass on a powerful tool that Dan Sullivan, the strategic coach, shared with me about how to actually be happy, because you truly can be the determiner of your own happiness.

First, consider where your focus is. Do you tend to look backward, mulling over the successes and setbacks, achievements and losses of the past? Or do you look so far down the road that you're living for the distant future? What if instead you focused, literally, on today and tomorrow? That's all: the day you just experienced, and the day you'll wake up to tomorrow. And what if we avoided beating ourselves up? Dan recommends we simply measure ourselves by what we accomplished today, and that we set goals for what we hope to accomplish tomorrow.

He points out the easiest way to do this is by taking your journal, iPad or smartphone and writing at the top: "Today." Un-

der that header, write down three "wins" for the day — positive things you accomplished that were a success. Then write another header: "Tomorrow." Under that, jot down three wins you hope to have tomorrow.

You may be wondering what kinds of actions qualify as a win. That is completely up to you. It may be getting your hour in at the gym, resolving a conflict with your spouse, closing the deal with the new client, choosing salad over the pastrami burger. Whatever constitutes a step forward toward your vision of who you are and who you want to be, that is a win.

Dan has been doing this for 17 years without missing a day. I myself have made it a regular habit for quite a while. It may seem simple, but I can attest, it is very, very powerful.

No matter what happens, even if something negative interrupts my progress that day, I still think of three positive accomplishments that happened during the day. After I write those down, I write down the three wins that I hope to have for tomorrow. I do this in my journal, and I also use a free app called "WinStreak" that Dan Sullivan created for any smartphone or iPad.

Now when tomorrow comes, if I didn't accomplish the three wins I set out for myself, I don't torture myself over it. I just focus on three things I did get accomplished.

By doing this, I'm seeing myself as having a winning streak. It's very motivating because if you're going to play the game of life, do you want to create a situation where you're always losing, or do you want to be winning?

The key is to get in the habit of focusing

primarily on the positive and stay on your personal winning streak in life.

I encourage you to download the "WinStreak" app for your smart phone or iPad (or you use your journal), and test out this approach for at least two weeks. Watch how it makes you feel, and how it helps you go from success to success.

As a professional, I also recommend that you share this approach with your employees. Show them how to do this simple exercise each night. They can keep a "WinStreak" list for their work-related accomplishments, as well as a personal one.

What if your entire team were on a winning streak? What could do that for the company as a whole? What kind of growth and

change could that collective energy create over the course of a year, two years, and beyond?

Ralph Waldo Emerson said, "Write it on your heart that every day is the best day in the year." By focusing on the positives of today and setting yourself up for the same perspective tomorrow, you can celebrate life each day. And when you do, life, work, family, finances — everything — contributes to a beautiful life you're leading. And that definitely makes it all worth waking up to with a smile — a genuine, authentic, from-the-heart grin every morning.

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



DOUG ANDREW



Opinion

Test scores only one way to judge quality of education

The latest international student evaluations, the PISA test results, are out and one thing is clear: The United States has not done well. Beyond that, the exams have become, as professor Jay Greene points out, a Rorschach test. People read into them pretty much whatever they want. So Randi Weingarten of the American Federation of Teachers announced that “None of the top-tier countries ... has a fixation on testing like the United States does.” It’s difficult to see how one could come to this conclusion. The top four slots in all three categories — math, reading and science — are taken by Shanghai (China), Singapore, Hong Kong, Taiwan or Japan. They probably have the most test-centric systems in the world.



FAREED ZAKARIA

dynamism. But the country’s vast middle class — and below — has seen its wages stagnate for three decades. And this is getting worse as technology and globalization depress job prospects for people in the middle.

The real story of these tests has been “the rise of the rest.” The United States has muddled along over the last few decades, showing little improvement or decline. Meanwhile countries like South Korea and Singapore have skyrocketed to the top and now China, Vietnam and Poland are doing astonishingly well. These countries have workers whose productivity levels have been rising in tandem with their educational achievements. There are many reasons, but to put it simply, many of these countries are playing to win. According to the Organization for Economic Co-operation and Development, the gap in math between Shanghai and Massachusetts (the top performing U.S. state) translates into two years of schooling. No surprise; as it turns out, because of the longer school year, by the time the average Shanghai kid gets to be 15, she has spent about two years more in school than the average 15-year-old American.

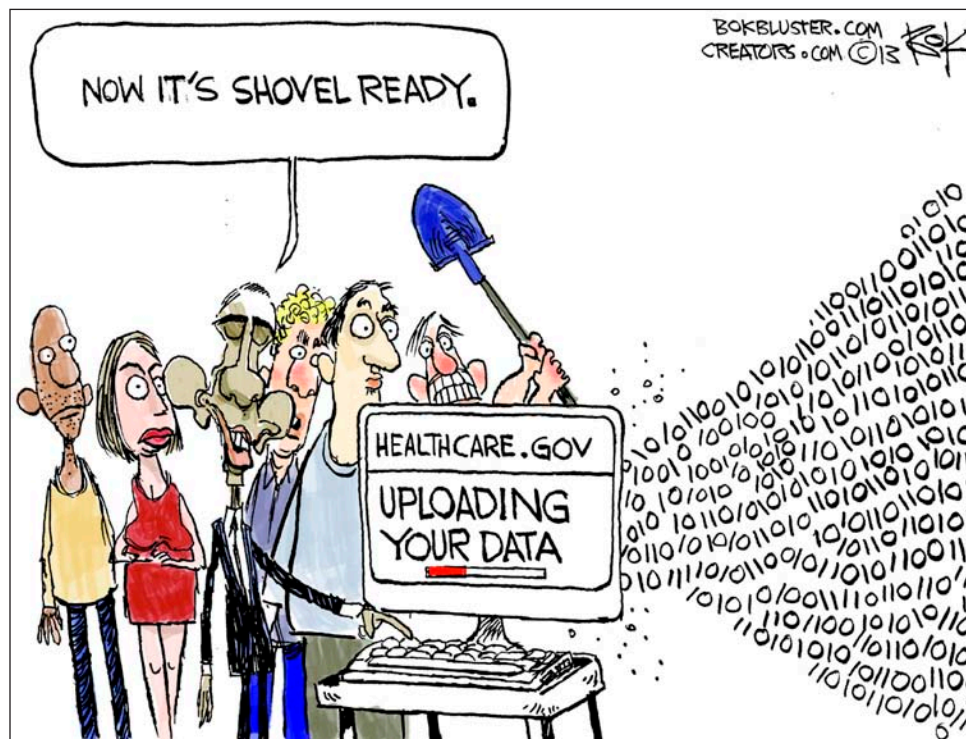
President Obama said recently that America’s greatest problem is its declining social mobility. Americans are now less likely to move out of their income level than Canadians or Europeans. Education is the single best way to rebuild that ladder of opportunity.

Almost all the research suggests that how much you spend does not predict your performance. America spends a lot; many Asian countries spend much less. However, America has an unusually large gap between its best and worst students. And it is unusual in that it devotes less money, attention and energy on its most disadvantaged students. Most countries, certainly most high performing countries, devote greater resources and attention to poor children. Because education in America is funded by local property taxes, the opposite dynamic is at work, which reinforces and exacerbates problems of mobility.

It’s possible that the top 1 percent will be able to continue generating enough growth to keep the country moving but it’s more likely that the weight of a stagnant middle class will eventually slow the economy down. More importantly, the politics of a country with a tiny productive elite and a massive underclass with low skills, depressed wages and no prospects will not look pretty.

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

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Dollar-cost averaging - one key to successful investing

In chapter four of my book, *The Effective Investor*, I explain that there are only two ways you can follow rule No. 3 of the Three Rules of Investing — “buy low and sell high” — without any speculation or gambling. The first way is called dollar-cost averaging. I explain the second way in chapter 11 of my book.

Rather than trying to time the market and making a single purchase, many investors use a method called dollar-cost averaging. Using dollar-cost averaging, you buy the same investments at regular intervals with a fixed amount of investment dollars. When you practice dollar-cost averaging, you buy more shares when prices are low and fewer shares when prices are high.

Over a period of time, as market prices fluctuate, the average cost per share of your shares bought will be less than the average price per share. For example, assume that a person invests \$100 per month for 12 months in XYZ investment. In the graph's third column is the price per share and the fourth column is the number of shares purchased:

Jan	\$100	\$11.00	9.09
Feb	\$100	\$13.00	7.69
Mar	\$100	\$9.00	11.11
Apr	\$100	\$11.00	9.09
May	\$100	\$12.00	8.33
Jun	\$100	\$8.00	12.5
July	\$100	\$9.00	11.11
Aug	\$100	\$10.00	10.00
Sept	\$100	\$12.00	8.33
Oct	\$100	\$11.00	9.09
Nov	\$100	\$8.00	12.50
Dec	\$100	\$11.00	9.09
Total	\$1,200	\$125.00	117.94

The average price per share is \$10.42

((\$125.00/12) while the average cost per share is \$10.17 (\$1,200/117.94).

Ibbotson Associates did some research and found that a hypothetical investor who would have invested \$100 a month in Wall Street for 30 years starting in September 1929 would have seen that total investment of \$36,000 grow into a \$411,000 nest egg by September 1959. This is a good argument for dollar-cost averaging for the long term investor. Remember, rule No. 1 is to be in it for the long run.

Another reason for dollar-cost averaging is because many people are hard-pressed to come up with a lump sum of, say, \$150,000, to invest. Dollar-cost averaging allows people to contribute equivalent amounts toward retirement savings, a little at a time. Don’t get confused here and think if you have a lump sum of money to invest, and you have a long-term objective with that money, that you should dollar-cost average that lump sum over a 20-30 year period. If you have a lump sum, it would be better to get the full amount invested. You always want your money working for you as soon as possible. The dollar-cost averaging principle is useful for those who don’t have a lump sum to invest.

The best part of dollar-cost averaging is how automatic it is. You eliminate trying to time the market and are following rule No. 3. You can go out and live your life and simply get that quarterly statement showing your ongoing contributions to the account. It is “off your plate,” but never neglected. Investments must be regular and the same amount each time. If the investor



MARK LUND

see LUND pg. 14

Calendar

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

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Location is La Caille, 9565 S. Wasatch Blvd., Sandy. Cost is \$25 for members, \$30 for guests. Details are at <http://business.sandychamber.com/events>.

Dec. 17, noon-1:30 p.m.

"12 Keys to Meaningful Transformation to the Top of Your Industry and Beyond," presented by Douglas R. Andrew, *New York Times* and *Wall Street Journal* best-selling author, national radio show host and columnist at *The Enterprise*. Location is Utah Educational Institute, Old Mill Corporate Center, 6340 S. 3000 E., Suite 270, Salt Lake City. Cost is \$99, lunch included. Registration is available at (801) 262-8900 or (888) 987-5665 or www.missedfortune.com/enterprise.

December 17, 2-4 p.m.

Sandy Area Chamber of Commerce Procurement Fair. Event will feature information about how businesses can bid on upcoming 2014 projects for the Salt Lake Department of Airports, UTA and the Utah Department of Transportation. Location is Rio Tinto Stadium, Toyota 100 Lions Club, 9267 S. State St., Sandy. Free. Details are at <http://business.sandychamber.com/events>.

Dec. 18, 10 a.m.-noon

Safety Training Seminar, presented by the Utah Manufacturers Association. Event features two classes: "Return to Work" and "Fall Protection Awareness." Location is Swire Coca-Cola, 12634 S. 265 W., Draper. Free and open to all companies, including those not insured with the Workers Compensation Fund. Lunch will be served. Registration can be completed by contacting Annette Beckstrand at (801) 363-3885 or teresa@umaweb.org.

December 28, 5:30 p.m.

Summit Gala Fundraiser. Event will feature dining, dancing, live and silent auctions and special guest Aron Ralston, an outdoorsman, engineer and motivational speaker. Event begins with 5:30 p.m. reception, followed by 7 p.m. dinner. Location is Snowbird Ski and Summer Resort's Cliff Lodge Ballroom and Lobby. Cost is \$250, or \$2,250 for a table of 10. Proceeds will support Wasatch

Adaptive Sports, Snowbird Sports Education Foundation, Cottonwood Canyons Foundation and the Wasatch Legacy Project. Reservations may be made by calling (801) 933-2112.

January 5-7

The High Tech Road Show 2014, organized by the National U.S.-Arab Chamber of Commerce (NUSACC) and designed to promote the transfer of technology and knowledge between the U.S. and the Arab world. Event brings together thought leaders and industry innovators to discuss the latest insights for the technology industry. NUSACC and World Trade Center Utah will arrange high-level meetings designed to explore business prospects in the Arab world, including export and import of technologies and services with a focus on developing strong and long-term partnering opportunities between U.S. and Arab companies. Details are at <http://www.htrsusa.com>.

January 7, 7-11:30 a.m.

2014 NAIOP Utah Commercial Real Estate Symposium. Event includes a keynote panel session involving real estate leaders and reviews and forecasts for industrial, investment, office, retail and multifamily market sectors. Theme is "Learning with the Masters." Location is the Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Cost is \$95 for members of the Appraisal Institute, BOMA, CCIM, CREW, IREM, NAIOP, SIOR and ULI associations; \$125 for nonmembers. Details and registration are available at <http://bit.ly/2014UTsymposium>.

Jan. 9, 11:30 a.m.-1 p.m.

Building Owners and Managers Association (BOMA) of Utah's Outstanding Building of the Year Awards. Keynote speaker will be Kent Gibson, CPM, BOMA Fellow, BOMA Utah member and BOMA International vice chairman. Awards program honors the best in commercial buildings. During the competitions, all facets of a building's operations are thoroughly evaluated. Buildings are judged on everything from community involvement and site management to environmental and "green" policies and procedures. The competition begins at the BOMA local association level, then winning entries advance from there to the regional level and,

finally, regional winners advance to the international level. The international TOBY Awards will be presented at the BOMA International Conference in Florida in June. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Registration by Jan. 6 is available at www.BOMAUtah.org.

January 9, 4-8 p.m.

Operations Management Workshop Series, running each Thursday for 13 weeks (through April 3). Course focuses on the SME/AME/Shingo Lean Manufacturing Bronze Medal body of knowledge. Specifically designed for manufacturing operations and plant managers. All participants will be required to complete a project within their facility. Will feature classroom instruction, in-plant application and sponsored plant visits. Location is Ogden-Weber Tech College's BDO Campus, 918 W. Second St., Building 10-A, Ogden. Cost is \$1,500, although custom fit state funding may be available for qualifying companies. Details are available by contacting Stephanie at (801) 612-4161 or pophams@owatc.edu.

January 12-15

"Snow Summit Utah," presented by NAIOP Utah. Event will be a gathering of commercial real estate industry representatives and other business leaders from across North America. Includes a special dinner Jan. 14 featuring Mitt Romney as keynote speaker. Location is Hyatt Escala Lodge, Park City. Details are at www.naiop.org/Utah.

Jan. 24, 7:45 a.m.-1:30 p.m.

Fifth annual Enterprise Risk Management Symposium, titled "Risk Rangefinder: Turning Foresight Into Action." Event is organized by KPMG, Marsh and Stoel Rives LLP. Event features speakers Amy Rees Anderson, managing partner at REES Capital, and Crystal Call Maggelet, chief executive officer of FJ Management; and several breakout sessions. Topics are expected to include healthcare reform, currency risk, inflationary risk and risk-based analytics. Location is Salt Lake City Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$99, which includes breakfast, lunch, symposium and parking. Registration by Jan. 17 is available at www.enterpriseriskmanagement2014.eventbrite.com.

Jan. 30, 9:30-11:00 a.m.

Building Owners and Managers Association (BOMA) of Utah Vendor Brunch. Event will feature a discussion covering what property managers look for in vendors, how to best use BOMA membership, using the website to help promote a company, and more. Registration by Jan. 27 is available at www.BOMAUtah.org.

January 30, 6-9 p.m.

"Stars Across Murray" First Annual Murray Chamber Gala, presented by the Murray Area Chamber of Commerce. Event will include entertainment, cocktail hour, dinner, silent auction, awards, guest speakers and more. Location is the Gathering Place, 1100 W. 7800 S., in Gardner Village. Cost is \$40 per person or \$70 per couple until Dec. 31; \$50 per person or \$90 per couple thereafter. Tickets at the door will be \$60 per person. Non-chamber members are encouraged to attend (please, no young children). Details and RSVPs are available at (801) 263-2632 or by emailing Stephanie@murraychamber.net.

February 6, 8 a.m.-5 p.m.

30th annual Investors Choice Venture Capital Conference, presented by the Wayne Brown Institute. Designed to present opportunities for early-stage and/or high-growth companies to participate in the angel/venture capital process. Location is Zermatt Resort & Spa, 784 W. Resort Drive, Midway. Cost is \$395 for first attendee, \$295 for each additional attendee from the same firm, with discounted early-bird registration available. Details are available at eventbrite.com.

Feb. 28, 11 a.m.-9 p.m.

The Utah Latin Expo, sponsored by the Latin American Chamber of Commerce. Activities include an Hispanic Economic Summit Luncheon, 11:00 a.m.-1 p.m.; a Safety & Excellence Awards Gala, 7-9 p.m.; and business workshops, 9 a.m.-6 p.m. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Free. Details are at www.utahlatinexpo.com.

March 13

ACG Utah Intermountain Growth Conference and ACG Capital Connection. Event will feature industry experts and other

tools to help people find the tools they need to make sourcing deals happen. New this year will be a "Deal Link" in which private equity groups and intermediaries active in the Intermountain region can schedule meetings in private executive suites for 30 minute blocks to discuss deals. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. More information and registration are available at www.acg.org/utah.

April 25-26

Utah Investment, Business & Career Expo. Event is designed to showcase Utah businesses and investment opportunities in the public equity and real estate markets and to introduce businesses and financial services and career and business opportunities to the public to help people plan their financial futures, build their careers or start their own businesses. Location is South Towne Expo Center, 9575 S. State St., Sandy. More information is available by calling (801) 688-8929, emailing FortuneExpoUSA@gmail.com or visiting www.fortune-expo.com.

LUND

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discontinues the plan when the market value is less than the cost of the shares, he or she will obviously lose money. The investors must be willing and able to invest during the low price levels when their emotions and the media may be saying to stop or pull out.

Secret No. 6 in building extraordinary wealth is DOLLAR COST AVERAGING, or in other words, always be adding money to your portfolio on a regular basis. The best way to accomplish this is to set up an automatic withdrawal from your bank account weekly. This will put you on "auto-pilot investing."

The point here is that you don't have to use speculative methods of stock picking and market timing in order to be a successful investor. What you do have to do is follow the three rules of investing.

Mark Lund is an independent investment advisor, investor coach and author of The Effective Investor. He has written articles for or been quoted in The Wall Street Journal, The Salt Lake Tribune and The Enterprise.

FFOCUS

The Enterprise **15**

December 16, 2013

INSIDE



CVB coming and going?

Although it lost its funding and is going away at the end of the year, a new Davis Area Convention and Visitors Bureau may be in place early next year.

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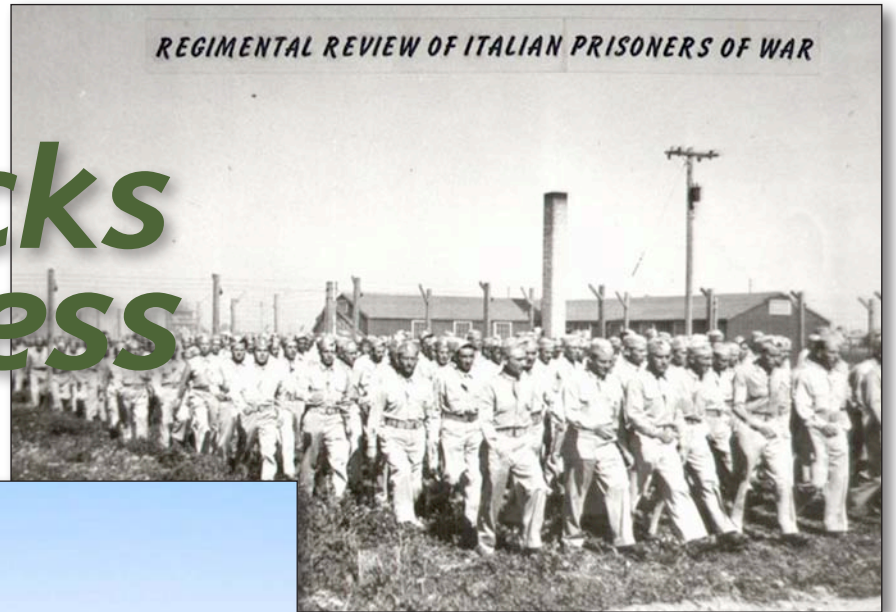
Top Weber County Employers
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WEBER & DAVIS COUNTIES

from Barracks to Business



When word came that the Defense Depot Ogden was shutting down, Ogden City seized the opportunity to develop a top-of-the-line business park

The 1995 announcement that the U.S. Army was closing Defense Depot Ogden (DDO) came as an economic blow to the city of Ogden, the local economy - and the 2,500 soon-to-be jobless workers. Started in 1941, during World War II, DDO had become a financial staple in Ogden and the surrounding communities of Weber County. The announced closure had everyone wondering what would become of this once buzzing supply depot — and all those workers.

During its 54-year history, Defense Depot Ogden was used by the Army as a supply depot and was an important military warehousing operation in the Ogden area that employed thousands of local people. During World War II it was even used to house German and Italian prisoners of war who assisted with day-to-day operations. On the 1,678 acres of farmland the War Department purchased, 6.5 million square feet of buildings were built in the early 1940s, including underground bunkers for safe storage of equipment

and war materials. Infrastructure including railroad lines, roads, gas and sewer lines were also included in the depot creation.

Prior to the establishment of what was known as the Utah General Depot on Sept. 15, 1941, the underlying land was used for pasture and farmland. The Defense Depot Ogden was one of seven similar facilities located around the nation. The land was purchased by the

Army and used as logistical supply and administrative support for military installations and other Department of Defense and federal agencies. The mission included the receipt, storage, maintenance, inventory and issue of items that included food; clothing; textiles; packages; petroleum products; pesticides; pressurized gases and general medical, industrial, construction and electronic supplies.

DDO had an Officers' Club that allowed Department of the Army civilian employees to enjoy the facility. A set of military houses between the front gate and the Officers' Club made it feel like a neighborhood.



CAMERON
COOK

Then came the Base Realignment and Closure Act of 1995 under President Bill Clinton. The base ceased its functions on Sept. 30, 1997, and management of the facility was handed over to Hill Air Force Base.

In 1995, the city of Ogden appointed a committee to research the development of the DDO. Much of this work was towards the conversion of the area into a commercial and industrial park. The Ogden Local Redevelopment Authority (OLRA) was charged with ensuring that the city of Ogden's DDO Reuse Plan was properly implemented. The transfer of ownership was completed in 2003, giving the facility to Ogden City.

After nearly 10 years, and at the expense of \$115 million, the DDO became the Business Depot Ogden (BDO). The transition from a former military installation to a commercial park involved many changes to the street layout and buildings.

When the base began its transition from a military operation to the present-day Business Depot Ogden

see **BUSINESS** pg. 19

Despite loss of funding, efforts could result in new Davis CVB

Brice Wallace
The Enterprise

The Davis Area Convention and Visitors Bureau will cease to exist in a few weeks, but a new CVB might take its place early next year.

The organization's demise is the result of the Davis County Commission voting in November to not extend its funding to the CVB, and its current contract with the CVB ends Dec. 31. The commission vote followed the release of a performance audit of the CVB by Wisan, Smith, Racker & Prescott, which recommended that the contract not be renewed. It suggested that the CVB's work be brought back into county government structure or that the county bid out a contract for tourism and convention promotion.

The audit said the CVB had not complied with contract terms to focus on marketing the Davis Conference Center beyond 14 months and had not met new-business obligations in that time category. CVB officials countered by saying that the contract as currently written should not be renewed but pushed for a month-to-month or quarterly extension until a new contract was in place.

The CVB was created in 2003 with

\$200,000 from the county. Its current budget includes \$850,000 from Davis County — through tourism-related taxes — and less than \$100,000 through a state cooperative marketing program. It has seven full-time employees and one part-timer.

Davis County Commissioner Bret Millburn said a transition from the current CVB will include the county's community and economic development team handling immediate items, "working on things that are on the books or already in place." The county also has put out a request for proposals for a market analysis to determine "what Davis County is, where maybe we want to place our focus," he said.

With that analysis completed, by the end of the 2014 first quarter, he said, the county will decide what to do about future CVB activities.

"There's probably a variety of different directions we can go — everything from bringing it totally in-house within county confines, or do we contract out with a marketing entity, or maybe a mix in-between?" Millburn said.

The county also is talking with and seeking input from hoteliers, restaurants and community organizations "to get their engagement and input on what they would like to see from a CVB-type organization, what their expectations are on how to best

be served," he said.

"We're really starting, from some degree, from scratch. We want to be sure as we go forward that we don't just re-create something we just got rid of. We want to be sure we've covered all the bases, done a thorough job on identifying the needs and what the county's strengths are and what the assets are, and being able to market those in the very best way possible."

While the audit showed that "the results weren't lining up with what we thought they should be," Millburn said the county realizes the value of having a CVB organization. "It just may not be under the same structure" as the current organization, he said. For example, one idea is that convention venues might be better-positioned to market their offerings than leaving that to a visitors bureau, he said.

"Some thoughts we have currently and are anticipating is that perhaps there's another way, to use a phrase, to skin a cat and get a better return on what is being invested," Millburn said. He said it's possible to spend \$500,000 and accomplish CVB tasks, with the \$350,000 difference being used to address other county funding needs.

Barbara Riddle, the Davis Area CVB president and CEO, said she was "very disappointed" with the commission's decision

to eliminate CVB funding. She took issue with the audit, saying its scope on measuring the organization's performance was very narrow.

"Our board (of trustees) has consistently said and I will say that we've had a great team that has delivered results despite an extremely difficult environment," Riddle said. "Our organization has been in place 10 years now. We've had many successes through the years, in meetings and conventions and in drawing people to Davis County, whether through attending a meeting or conference or through leisure travel."

She said the CVB had attracted and booked 141,000-plus sleeping rooms; led to delegate spending of \$44.5 million; created brochures touting Davis County destinations that were distributed throughout the western U.S.; created a dining guide, mobile site and websites; and hosted hundreds of familiarization tours and buyer education tours that showcased Davis County as a destination for visitors and tourists.

"There have been some real wins for our organization," she said. "We're very proud of what we've been able to do for Davis County, and we wish them the best of success moving forward."

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Top Davis County Employers

Ranked by Number of Davis County Employees

Company Name	Location	Industry	# of Employees
Hill Air Force Base	Layton	US Military	23,000
Lifetime Products Inc.	Clearfield	Furniture/Recreation Manufacturing	1,200
Utility Trailer Manufacturing Co.	Clearfield	Automotive Manufacturing	1,000
ATK Aerospace Structures Division	Clearfield	Aerospace	800
Holly Frontier Refining & Marketing LLC	Woods Cross	Petroleum Refining	800
Kellogg Company	Clearfield	Food Processing	703



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Source: Economic Development Corporation of Utah

Top Weber County Employers

Ranked by Number of Weber County Employees

Company Name	Location	Industry	# of Employees
Internal Revenue Service - Department of Treasury	Ogden	U.S. Government	5,000
MarketStar Corp.	Ogden	Business Services	2,500
Barnes Group Inc.	Ogden	Aerospace	1,420
Weber State University	Ogden	Education	1,200
Autoliv ASP Inc.	Ogden	Automotive Manufacturing	1,100
Pinkerton Government Services Inc.	Ogden	Protective Services	1,002
Citicorp Credit Services Inc.	Roy	Financial Services	900
AFJ LLC	Ogden	Travel Services	735
The School for the Deaf and Blind	Ogden	Education	600
America First Credit Union	Ogden	Financial Services	575
Parker-Hannifin Corp.	Ogden	Industrial Controls	500



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Source: Economic Development Corporation of Utah

INCENTIVES

from page 1

products worldwide.

Nate Turner, director of sales, marketing and product development, told the GOED board that the company will keep the Chicago site as a sales office, but Salt Lake City will be the site for manufacturing, engineering and research and development.

"These are high-paying jobs," said Jerry Oldroyd, chairman of the board's incentives committee. "It fits well into the niche that we've got here in Salt Lake City."

The project is expected to generate new wages of nearly \$37.9 million over seven years, and new state tax revenue of nearly \$5.4 million during that period. It represents a \$600,000 capital investment.

People interested in applying for work at Beijer Electronics can access beijerelectronics.com and click on the "About Us" tab.

"I am excited about the opportunity that Utah provides to the Beijer Electronics Inc. Americas' Group," Barry Hobbs, president and chief executive officer of Beijer Electronics Inc. Americas, said in a prepared statement. "The local workforce is richly populated with educated and talented individuals who are motivated for success. The Utah infrastructure and technology services are critical in making the Salt Lake region the perfect headquarters for many years to come."

"We are excited about the number of electronic, engineering, manufacturing and development jobs the Beijer Electronics expansion will bring to Utah," Gov. Gary Herbert said in a prepared statement. "Moves such as this reinforce the notion that Utah is a premier place to do business."

The board approved a \$261,720 tax credit for Lin, which is considering North Logan for its expansion and the resulting

150 new full-time jobs. That city already serves as company headquarters and is where all design and product development occurs.

Zhejian Walt Technology, founded in 2000, is a Chinese corporation with six plants in China, one plant in Taiwan and a joint venture with a U.S. distributor for six plants. It has a workforce of about 1,500 that produces 50 million pairs of socks, hosiery, tights and related products annually for major brands and retailers.

"This is a Chinese company that's actually investing in Cache Valley, a rural community, and as an incentive committee we were very excited about that," Oldroyd said. "We'd like to see that type of expansion and growth and investment continue."

The expansion project in Cache County is expected to run three shifts five days a week and have the potential to manufacture 14,000 dozen socks weekly.

The project represents a \$4 million capital investment and is expected to result in new wages of \$27.7 million over seven years, and new state tax revenue of more than \$1.7 million during that period. The new jobs are expected to pay, on average, at least equal to the county average annual wage including benefits.

"Lin will bring exciting changes to the Cache Valley economic landscape," Herbert said in a prepared statement. "The job opportunities and capital investment will strengthen both the state's and nation's economies."

"Lin Manufacturing's decision to expand in Utah shows the company's confidence in Utah's business environment and workforce," Jeff Edwards, president and chief executive officer of the Economic Development Corp. of Utah, said in a prepared statement. "We are pleased to see another great company expand in Utah and contribute to our diverse manufacturing employer base."

also be less expensive to hold the event in your parking lot. The rationale for offsite is more compelling. The liability for the event may be controlled in the event of an accident or injury. Again consult an attorney on this issue. The offsite will be perceived by the employees as a perk. Remember, they show up at your place of business daily and a park, theater or recreation facility away from work is part of the fun. The offsite location may provide more activities, especially if families are invited.

- Hire a professional to plan and run the event. You deserve to have fun, too. Why burden yourself with all the headaches, logistics and details of food, beverage and entertainment?

- Be considerate. Holiday parties and decorations are a diversity issue. When an employer is trying to do something nice for its employees such as providing a party or decorating the office, it makes sense that the employer work conscientiously to avoid offending employees or alienating employees who feel their religion or culture has been ignored.

You should be able to celebrate, refuel your enthusiasm for the company and enhance your relationships with your team. After all, is that why you are having the holiday party in the first place? Enjoy this holiday season.

Russell Lookadoo is the president and chief strategist for HRchitecture, a human resources consulting firm. He also owns The Alternative Board practice in Salt Lake City.

BUSINESS

from page 15

(BDO), much of the original infrastructure on the base was either removed or updated. New roads were built; railroad tracks were removed on many parts of the acreage; new water, sewer and electrical lines were put in place; parking lots and truck docks were added and tree-lined roads were created to help give the depot its new facelift.

Ogden City signed a lease with The Boyer Co. in 1999 to manage and develop DDO into a first-class business park. Through their vested interest, The Boyer Co. and Ogden City have been involved in offering incentives, accelerated construction accommodations, and overall support of the project. As required by the Army, all revenues received from DDO during the initial seven years had to be reinvested back into the buildings and property. Thus \$60 million was spent in order to upgrade buildings, install new infrastructure and modernize the improvements.

Officially named Business Depot Ogden in 2000, BDO today is comprised of 1,100 acres and over 9 million square feet

of leasable building space, exemplifying a highly successful transition and reuse of the old Army base. The 2,500 employees that were at the facility at the time of closure have now grown to more than 4,700 employees at more than 100 businesses in the present-day premier industrial park. Twenty new buildings have been constructed and 3 million square feet added, making the development an economic boon, yet again, for the Ogden community.

Several notable federal facilities continue to operate in the BDO. The Internal Revenue Service maintains a large facility onsite and the U.S. Army Reserve continues to operate in its facilities. A Deployable Medical Systems unit, responsible for the refurbishment and supply of military medical units, operated until 2002, when it moved to Hill Air Force Base.

Commercial facilities onsite include, among others, Lofthouse Foods, ICON Fitness, Kenco Logistic Services, and the *Standard-Examiner* newspaper.

Cameron Cook is a project manager for The Boyer Co., which manages Business Depot Ogden.

BLUE MOUNTAIN

from page 1

tract from Champlin Windpower last summer. All environmental impact studies and financing for the project were in place when Greenbriar took over the project.

The Blue Mountain project will create more than 100 jobs during construction and full-time green collar jobs during its operation. It is expected to contribute millions of dollars in taxes during construction and provide the San Juan County government with over \$15 million in local property tax over the life of the project. According to the developers, the project will prevent the release of over 4 million tons of greenhouse gases into the atmosphere during the life of the project while offering the rate payers of Utah a steady, secure and reliable source of affordable green energy.

Ciachurski said, "Blue Mountain benefits both the citizens of Utah and the Greenbriar shareholders with this milestone project. The rate payers of Utah are provided a

long-term fixed price, secure, emission free and affordable local energy source while the shareholders of Greenbriar will have 180 megawatts of renewable energy sales agreements now under contract."

As the former owner of Western Wind, Ciachurski boasted that under his direction none of the projects he developed were sold after completion. He promises the same for Blue Mountain. "[This project] is 'Western Wind 2.0' for all intents and purposes — including the business model under which it will operate," he said. "It'll be the same as Western Wind, which never sold a project following completion. We'll build, own and operate." Western Wind was sold to Brookfield Renewable Energy Partners.

Greenbriar's purchase of the Blue Mountain project was funded through the sale of 450,000 stock options to consultants and employees. The company has other projects in the pipeline, Ciachurski said, most notably a 100-megawatt project in Puerto Rico. It has projects in earlier stages of development in Hawaii and elsewhere in the Southwest.

GRAY

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high demand for them? Or have many of the benefits been oversold, thus creating the demand? Companies may not be offering prepaid cards just because they believe their customers want them, but also to encourage a product that earns them income and costs them less.

While much of the hype says that prepaid cards are a way to get away from banks, the fact is that regardless of where you buy a prepaid card, it's still a bank product. Most companies are just offering financial services through a partnership with a bank, without a bank charter.

Consider instead teaming up with a financial expert or institution that can help offer education to your employees about available financial services in your community and how to navigate the options.

Consider offering the option for employees' payroll to be directly deposited in their account at their financial institution — some institutions offer free online business banking that allows you to deposit payroll directly into employees' accounts and more. Don't hesitate to ask your banker what options are available.

If you're looking for a card that has low fees and allows you flexibility with loading and reloading, consider a financial institution that has a free checking account. If you're looking for a way to process payroll economically and in a way that works for your employees, consider a financial institution that has services to help small business save time and money. They're still out there.

Richard Gray is senior vice president of commercial lending and SBA lending at Bank of American Fork and also manages the bank's Murray branch.

LOOKADOO

from page 5

to an underage person. Do not over-supervise this independent contractor, but clearly give guidelines that limit consumption to be compliant with this law. Limiting or eliminating alcohol also reduces the chance of embarrassing dangerous or illegal behavior. Please talk with an attorney for the legal considerations here.

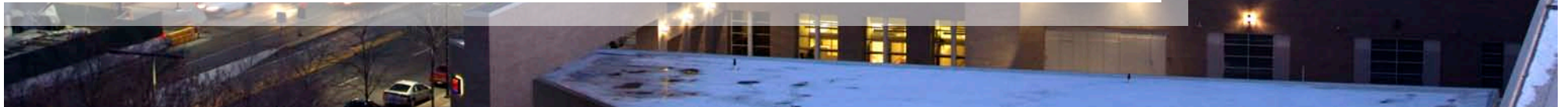
- A sub-point related to alcohol is managing expectations around general employee behavior. While you cannot treat the event as work, you need to communicate expected standards of behavior and clearly assert that violations of the standards may have appropriate consequences from a disciplinary standpoint. **Do not hang mistletoe!** As an example, I was involved in the firing of a senior executive/ownership family member who used a company social event to forcefully express his ardor for a female employee. His argument was it was not work and he was wrong. You should have company policies of zero tolerance for this type of behavior and general off duty policies that prohibit behavior that embarrasses or tarnishes the reputation of the employer in the community. Also, prohibit uninvited and unapproved attendees. Consider hiring an off-duty police officer or a security company representative to handle any problems.

- Hold the event offsite. There is temptation to show off the business when vendors or customers are also invited. It may

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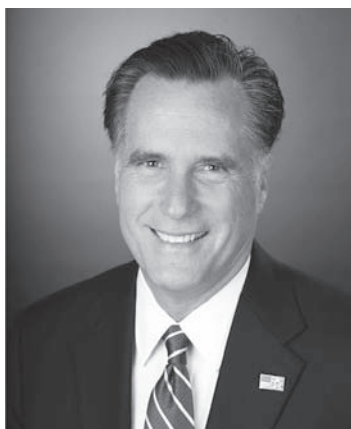
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