

# THE **Enterprise**

## UTAH'S BUSINESS JOURNAL

www.slenterprise.com

Feb. 18-24, 2013

Volume 42, Number 27

\$1.50

### THIS WEEK



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## 1-800 CONTACTS to add 654 Utah jobs, expand eyeglass arm



1-800 CONTACTS will make a \$59 million investment in its Utah expansion.

**By Brice Wallace**  
*The Enterprise*

1-800 CONTACTS will see its growth happen in Utah, thanks to an \$8.8 million tax credit from the state.

The Governor's Office of Economic Development board last week awarded the incentive, designed to add 654 jobs at the company as it expands its recently

launched Glasses.com eyeglasses division.

"What we're doing right now with our Glasses business, we're moving our distribution center from near the airport. We'd like to move it to another building," Brian Bethers, president of 1-800 CONTACTS, told the board. "And

see CONTACTS page 2

## Esstential oils company gets \$16.6 million state incentive

**By Brice Wallace**  
*The Enterprise*

doTERRA International LLC, an essential oils producer and distributor, will use a \$16.6 million state incentive to grow by 330 employees as it expands and moves its headquarters from Orem to Pleasant Grove.

The Governor's Office of Economic Development (GOED) board last week approved the tax credit incentive for the company that will last 10 years. Utah beat Kentucky for the project, despite

Kentucky offering an incentive package of about \$17.2 million.

"We are from Utah," David Stirling, president and chief executive officer, told the board. "We're excited about the prospect of being able to build something that's going to be lasting and be around for many, many years. We're asked often by people, especially with the growth of the company, 'When are you going to go public?' or 'Is your company going to be for sale?' Our answer

see DOTERRA page 2

## Financial technology firm to move headquarters from Mass. to Salt Lake

**By Brice Wallace**  
*The Enterprise*

Salt Lake City will be the new base for NewLogic Business Loans Inc., a subsidiary of Capital Access Network (CAN) Inc.

The Governor's Office of Economic Development (GOED) board last week approved a \$2 million tax credit to attract the subsidiary to Utah from its current headquarters in Rockland, Mass., in a move that will mean 108 new jobs over the next five to seven years.

The exact location in Salt Lake City has not been determined. Utah faced competition from Georgia and Massachusetts, the latter offering a \$2 million incentive to retain the subsidiary.

CAN is a financial technology company using algorithms and technology platforms to provide capital to small and medium-sized businesses through its subsidiaries. Since 1998, it has provided small businesses with access to nearly \$3 billion in capital.

see CAN page 2

## 180-unit affordable apartment project to be built in Midvale



Canyon Crossing will include green elements such as geothermal and photovoltaic technologies.

**By Barbara Rattle**  
*The Enterprise*

Housing Plus, a Salt Lake City nonprofit dedicated to the development of affordable housing, plans to break ground this summer for Canyon Crossing at Riverwalk, a 180-unit multifamily project on nine acres at 6880 S. 700 W., Midvale.

Mike Plaizier, a member of

the Housing Plus board whose background is in banking and real estate financing, said the community will consist of 10 three-story buildings, a two-story commercial center and leasing office, a large playing field, tot lot, community garden space, private dog park, sport court, exercise facility, cultural hall and

see HOUSING page 2



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**CAN**

from page 1

NewLogic specializes in small-business financing designed to utilize speed, high approval rates and flexibility. The other CAN subsidiary is AdvanceMe Inc.

NewLogic loans are made by WebBank, a Utah-chartered industrial bank.

"After looking at a variety of locations, we believe that what Utah has to offer probably gives us the best opportunity for the success of our growth plans," Eric Cannon, NewLogic president, told the board. "Capital Access Network will fund just under \$1 billion this year to small businesses. The NewLogic Business Loans funded \$200 million last year but is already currently on pace to more than double that, and we would like those loans to go through the state of Utah through our offices here."

Cannon told the board that NewLogic likely will be a multi-billion-dollar company in two or three years.

Among the elements that attracted the company to Utah is the language skills of the people.

"Small-business owners really are the embodiment of the American dream," he said. "They're a very diverse group [speaking] a lot of different languages. And we feel that by being located here in Utah, with those language resources, that we can create that connection."

The company is expected to pay wages totaling \$38 million over seven years. The state is expected to get tax revenues of \$8 million from the project over that period.

**DOTERRA**

from page 1

is always the same: We're not interested in either. We want to be long-term players in the community. We want to be an entity that the community is proud of as well."

"We look forward to seeing how big you're going to get," GOED board chairman Mel Lavitt told Stirling.

In addition to essential oils, doTERRA offers personal-care and spa products, dietary supplements and other healthy living products. The products are distributed through more than 200,000 independent product consultants worldwide, although Stirling emphasized that doTERRA is a product-based company rather than one that is opportunity-based.

Stirling said three-quarters of the company's business is in the U.S., although it has offices in Tokyo, Taiwan, the U.K. and Australia. "We have some big dreams and big visions going forward," he said.

"We actually are thrilled to be able to stay here in Utah. We view that as a competitive advantage. We really do. These kids that we hire and that grow with us, they're just sharp. They're different enough that they're noticed internationally in that way and it really becomes a competitive advantage."

The \$60 million company expansion will result in new state wages of about \$136.4 million over 10 years and about \$83 million in new state tax revenues during that time. Pleasant Grove has offered tax increment financing of between \$4.5 million and \$6 million.

"Pleasant Grove is thrilled that doTERRA has chosen our community for their new global headquarters," Pleasant Grove Mayor Bruce Call said in a prepared statement. "doTERRA is a quality organization from top to bottom. They have a stellar reputation throughout Utah and around the world, and we are proud that they have chosen to associate their brand with Pleasant Grove."

**CONTACTS**

from page 1

we're building an optical lab so that we can actually put the lenses and assemble with the frames here in Utah rather than sending it out of the state of Utah. For our corporate office, we'd like to relocate our corporate office from a location in Draper to a facility that will be a much larger facility and accommodate growth."

The new corporate office would be in Draper, but the location has not been determined.

1-800 CONTACTS is the nation's largest retailer of contact lenses, with more than 3 million active customers. The company was started in 1992 and has grown to 900 employees. Last year, it was acquired by WellPoint Inc. Utah faced competition for the expansion from St. Louis and Indianapolis, where WellPoint is based.

New jobs from the expansion, which will include a \$59 million capital investment, are expected to result in \$455.6 million in new wages over 15 years and new state revenues of \$35.2 million during that period. To get the incentive, the new jobs must pay at least 25 percent above the Salt Lake County average annual wage including benefits.

1-800 CONTACTS has served more than 8 million customers, stocks more than 15 million contact lenses and delivers more than 200,000 of those lenses daily. Bethers said the Glasses.com division offers name-brand glasses with free shipping, free returns and an in-home try-on service. This spring, it will launch a service that will allow customers to try on the glasses virtually through an online 3-D technology.

**HOUSING**

from page 1

a sidewalk connecting to a nearby Midvale City park. Geothermal and photovoltaic technologies will make the community "green," but rents will not be raised as a result, he said.

"We're retrying to do something that's a little bit unique, with a more modern look, and trying to make it truly a family-oriented project," Plaizier said. "A lot of people say that, but what does it truly mean? We're going to be the only project I'm aware of that has a four bed, three bath option in an apartment."

Two and three bedroom units will also be offered. Construction is expected to begin in June and be complete in December 2014. Estimated base rents will be \$881 for a 955 square foot two bed, two bath unit; \$1,010 for a 1,177 square foot three bed, two bath; and \$1,119 for a 1,508 square foot four bed, three bath unit. There will be nine-foot ceilings, walk-in closets, pantries and balconies.

KCB Architecture has designed the project. General contractor bids were being analyzed last week. Tenants will be limited to those with 60 percent or less of area median income.

Housing Plus, Plaizier explained, was formed about two-and-a-half years ago as a spinoff from another local nonprofit, the Utah Center for Affordable Housing. The latter organization had received the majority of some \$19.6 million in federal Neighborhood Stabilization Program funding given to the state to purchase foreclosed properties and convert them to affordable housing.

"One thing they bought was this Midvale land, but they didn't want to hold it [due to the slow economy in 2009] and weren't able to find a partner at the time to help develop it, so we formed another nonprofit, Housing Plus, to take on some of these larger land projects and ones that needed developer experience," he said.

Housing Plus will finance the project in large part with a HUD 221 (d)4 loan that is currently being processed. The organization also has invested about \$1 million in the 60-unit Huntington apartments in Provo and \$1.5 million in the 30-unit Rockwell Square condo development in Draper.

Other members of the Housing Plus board include Bob Campbell, formerly president of Camco Construction; and Mark Cohen, formerly with PSC Development.

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## Lehi technology firm to be sold for \$135 million

Nortek Inc., a Providence, R.I.-based firm whose brands include audio-video and security solutions, digital display mounting solutions, ventilation products, heating and cooling products and air management systems, has signed a definitive agreement to acquire Lehi-based 2GIG Technologies Inc. for approximately \$135 million.

Privately held, 2GIG designs and supplies residential security and home automation systems. Seller is APX Group Inc. The transaction is expected to close during the first half of 2013.

Developed with the assistance of Nortek's Linear business, 2GIG's Go!Control touch-screen panel is a self-contained, all-in-one home security and automation control panel. 2GIG also provides wireless interactive home security services and a wide range of peripheral hardware devices and systems components for home security and automation solutions.

Nortek's Technology Solutions business is a major manufacturing partner to 2GIG, which is a supplier to Utah-based

Vivint, one of the largest home automation services companies in North America. Nortek's acquisition agreement with 2GIG includes a five-year supply agreement with Vivint.

"Acquiring 2GIG will position our Technology Solutions business as one of the world's top-tier hardware developers and manufacturers in the rapidly growing residential security and home automation markets," said Michael J. Clarke, Nortek's CEO. "The transaction allows us to better provide long-term support to Vivint and other 2GIG customers. We look forward to welcoming 2GIG's talented employee team into the Nortek family of companies."

2GIG offers products such as home thermostats, alarms and wireless carbon monoxide detectors that can be leveraged by Nortek brands to grow the business with existing customer accounts.

2GIG was formed in 2007 by former Honeywell Security veterans Lance Dean and Scott Simon.

## Ogden holding company buys downtown building

FJ Management Inc., an Ogden-based holding company that owns and operates the Big West Oil Refinery, TAB Bank and Crystal Inn Hotels and Suites, has purchased the office building at 185 S. State St., Salt Lake City, and will move its headquarters there, occupying one floor.

"We are very excited to make Salt Lake City our new home," said Chuck Maggelet, COO with FJM, which will make the

move this spring. "We've always believed that Salt Lake is one of the best places to run a business. The city is vibrant, energetic and has a proven history of economic success. With all the new development projects occurring, the city's energy is bound to keep growing and we look forward to growing our company right along with it."

FJ Management also maintains an ownership stake in both EFS and Flying J. Last December,

it acquired Maverik Inc., the largest independent fuel marketer in the Intermountain West.

Constructed in 1982 and renovated in 2009, 185 South State St. is a 161,083 square foot office building that is currently 80 percent leased. The CBRE team of Eli Mills and Tucker White represented both FJ Management and the seller, Sun Life Canada, in the transaction.

## Real Foods Market to open Salt Lake store

Real Foods Market, an organic grocery/health food store owned by Redmond Heritage Farms Inc., Heber City, will open its fourth store in Utah this summer.

The new Salt Lake City store will be 5,100 square feet located in the Sugar House area at 2209 S. Highland Dr.

"The Real Foods philosophy goes far beyond the popularized organic vs. non-organic distinction. This market will specialize in offering a selection of food and body products that are nutrient-rich and chemical free," said Sue Lytle, Real Foods Market manager over the firm's existing stores in Orem, Heber City and St. George. "The market concept is organic produce and packaged products with 'real' ingredients. The labels on any products at Real Foods will

not have the following: trans fats, MSG, HFCS, GMOs, food coloring, unnecessary additives, preservatives, etc. It will have good clean food, real food."

Many products come from Redmond Heritage Farms, located in Redmond, Utah. At Redmond, animals are raised on their natural diet and live in their natural habitat. Lytle added that any animal products that are purchased from other farmers by Real Foods Market must fit the same criteria so they will also be clean, nutrient-rich, hormone free and antibiotic free.

The Real Foods Market product list includes raw milk, grass-fed beef, farm-fresh eggs, wild-caught fish, organic produce, raw nuts and seeds, sprouted grains, healthy oils, fermented foods and

homemade bone broths.

In addition to products, Real Foods Market offers books, classes, seminars and food tastings related to nutrition and healthy living.

Founded in 2003, Redmond Heritage Farms is centered on the idea that a return to traditional farming and agriculture will yield more nutritional foods and sustainable results. The farm is a supplier of raw milk, artisan raw cheese, grass-fed beef and eggs from free-range chickens. Redmond Inc. is the parent company to Redmond Heritage Farms. Established in 1959, the Redmond name represents a family of companies and brands in industries as diverse as natural foods and industrial deicing salts.



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# Bill would save Utah employers millions in jobless insurance payments

Utah employers could save a total of about \$23 million in unemployment insurance payments this year under a bill that had worked its way through the Senate and a House committee last week.

SB106 would extend through calendar year 2013 the cap of the minimum "social" unemployment insurance contribution rate for all employers at 0.4 percent. Without SB106's passage, the rate would be 0.5 percent. That 0.4 percent rate was in place in 2011 and 2012.

A fiscal note on the bill indicates its passage would cut employers' tax liability by \$22.9 million.

The social cost is applied to all employers to recover benefit costs that cannot be attributed to a specific employer. Other components of unemployment insurance rates are the benefit ratio and reserve factor.

Bill Starks, unemployment insurance director for the Utah Department of Workforce Services (DWS), said the state's Unemployment Compensation Fund has increased "substantially" over the past 18 months and rose \$130 million in the past fiscal year. If SB106 is passed, it would reduce revenue to the fund by nearly \$7.9 million in fiscal 2013 and \$15 million in fiscal 2014.

The fund is closely monitored by the DWS, an employment advisory council and the Governor's Office, he said. "And we just felt that there was an opportunity to provide some relief to the employers because they did see significant rate increases in 2011, and we didn't see that it would have any long-term impact on the solvency of the fund," Starks told the House Revenue and Tax Committee.

The fund was at \$855 million at the start of the recession, but

*The fund was at \$855 million at the start of the recession, but at one point it was paying \$500 million a year in benefits and had dwindled to about \$200 million.*

at one point it was paying \$500 million a year in benefits and had dwindled to about \$200 million. The economy and other factors have replenished the fund.

"As the fund is getting healthier, this reserve factor starts going down," Starks said. "We still have not hit what we consider the minimum adequate [level]. We're at about 83 percent of what we consider the minimum adequate amount. All this [bill] simply does is slow the flow for one year."

Rep. Brian King, D-Salt Lake City, said he was ambivalent

about the bill but had a concern. "It seems to me that we're sort of putting at greater risk the economic security of individuals who may in the future be required to rely on the Unemployment Compensation Fund," King said. "If we're not at the levels that we want to be at, if we're only at 83 percent, I'm a little concerned about slowing the flow, so to speak. Why not get to the levels that we need to be at? That seems to me to be the more fiscally prudent thing to do."

SB106 is sponsored by Sen. Curt Bramble, R-Provo.

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# Executive Lifestyle

## Why buy travel insurance?

"I didn't think I would need insurance."

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What if you were scheduled to fly through an East Coast city whose airport was shut down because of that recent winter storm Nemo? Or the aircraft you were supposed to fly on couldn't get to wherever you were supposed to board because it was trapped in one of those snow-engulfed cities and couldn't get out?

What if you were among the 3,143 passengers aboard the Carnival Triumph adrift in the Gulf of Mexico because of the engine fire that left it dead in the water? Or you were among the scheduled passengers who couldn't go on subsequent cruises on that ship because it was being towed and repaired?

What if you come down with the flu and can't go on your trip? What if you get sick, slip and fall, or, as my mother did, break your leg while you are on your vacation?

People who are stranded because of weather-related delays have the expense of unplanned lodging and meals while they await the soonest possible flight



Don Shafer

home. Read the fine print on the itinerary the airline sent you. They may or may not feel your pain, but regardless, they are not responsible for any inconveniences caused by weather.

Carnival announced that passengers would be flown back to Galveston once the ship was towed to land on the Yucatan Peninsula, but by the time passengers got to Galveston, where the cruise originated, their flights home were long gone. I am sure that new one-way flights without any advance purchase cost a lot more than the original round-trip flights each one had purchased.

If you have to cut your vacation short and return home due to any kind of mishap, the additional cost of air fare without the advan-

tage of advance purchase would result in substantial amounts of cash.

When something goes wrong on a vacation there is a domino effect that results in all kinds of expenses for hotel rooms, meals, air travel, etc. But if you or someone with you is injured and needs hospitalization and then special arrangements for transportation home, the costs can rival your annual mortgage payments.

I didn't used to ever purchase travel insurance. Never even thought about it. So what happened? Why do I always get travel insurance?

"Well, you've become an old fogey, so you just feel less confident," you say.

Perhaps.

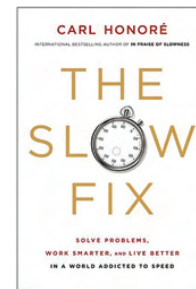
However, my mother, who was a member of a tour group I was leading, slipped and fell when her foot slid in some gravel near the base of Masada in Israel, resulting in hospitalization as well as difficulties in getting her home. That helped change my mind. Also, the numerous radio guests I have interviewed concerning members of travel groups they have led who have had astronomical costs paid by travel insurance companies had a bit to do with my change of heart.

One tour group leader told me

see SHAFER next page

## Great business books for late-winter reading

(Editor's note: Each month Jack Covert, founder of 800-CEO-READ, reviews the best recently released business books. Jack is also the coauthor of *The 100 Best Business Books of All Time*, recently updated and expanded, and released in paperback. 800-CEO-READ is a leading direct supplier of book-related resources to corporations and organizations worldwide, and specializes in identifying trends in the changing business market.)



*The Slow Fix: Solve Problems, Work Smarter, and Live Better in a World Addicted to Speed*

By Carl Honoré, HarperOne  
224 pages, \$25.99, Hardcover

After reading the first six pages of *The Slow Fix* at my desk, I turned to a coworker and exclaimed, "This is so good!" And that's truly the best way to react to a book, isn't it? I'm not sure what it is about Honoré's voice that appeals so much to me, but when he takes the time to describe the offices of the World Health Organization like this:

"Grey filing cabinets and in-trays piled high with folders line a dimly lit corridor. A yellow, handwritten note saying *Hors Service* (Out of Order) is taped to the coin slot of the drinks machine. Sandal-wearing academic types work quietly in offices with tropical fans on the ceiling. It feels like the sociology department of an underfunded university or a bureaucratic outpost in the developing world."

I do a little mental fist-bump — "yes!" — because reading should be fun and open up worlds, even office worlds, that we've never stepped foot in. Honoré's writing remains engaging throughout, with careful attention to the people and places that populate his examples of successful slow fixes. At the base level, Honoré's argument is that, when trying to solve complex problems, the fast fix is the futile fix. After all, he somewhat cheekily claims, "No TEDTalk has ever changed the world." (Honoré gave a TEDtalk

"In Praise of Slowness" in 2007.)

Whether your problem is related to health (Lose 15 lbs in 2 days!) or business (Reduce staff to cut costs!) or manufacturing (Speed above quality!) or politics (WMDs anyone?), successful problem solving requires "a deeper, seismic change," and *The Slow Fix* offers an adaptable recipe for doing just that. "Think holistic" like a Charter Management Organization called Green Dot did when asked to fix a dangerous and disappointing South Central Los Angeles school. Or "Crowdsource" like Iceland did when their political system was in desperate disarray after the 2008 collapse of their economy. Perhaps "Play" like Honoré himself did in trying to motivate his family to perform their household chores using a game called Chore Wars that taps into the human instinct for play. Honoré encourages us to use those and/or several other slow approaches that will create lasting change. After all:

"If the earth is going to sustain eight, nine, or even ten billion people, we need a revolution in the way we live, work, travel, consume, and think. Making this happen will be the biggest Slow Fix of all."



*The Org: The Underlying Logic of the Office*

By Ray Fishman and Tim Sullivan, Twelve  
\$26.99, 320 pages


Just as market theory sits on the foundation of Adam Smith's ideas, made famous in *The Wealth of Nations*, the study of organizational economics began with the work of Ronald Coase in a famous article entitled "The Nature of the Firm." Ray Fishman and Tim Sullivan explain in their new book, *The Org*:

"Coase's conception of the market involved a lot more friction and discord than Adam Smith's original vision. It gives us a more complete understanding of why

see BOOKS next page

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## BOOKS

from previous page

orgs exist and why we don't trade for everything on the open market, and a way of thinking about how orgs make decisions about drawing their boundaries. Those high costs of transacting business on the market drive people to organize. And Coase's main insight — that the cost of an in-house transaction needs to be compared with the cost of a market transaction — has served as the basic building block for the modern economic theory of what organizations do."

The authors use that framework to help dissect and remedy the *Dilbert*-like quality of the modern org. They begin by telling the story of Hewlett Packard. Started in a garage now called "the

birthplace of Silicon Valley," HP was a nearly ideal org for decades, famous for "the HP Way" — a management style "focused on the people who made up the company rather than on the products." By 1992, they were employing more than 300,000 employees. But HP had lost its famous "Way."

"These days, employee-friendly practices such as telecommuting, flextime, freedom to pursue independent projects, and airtight job security need to pass the 'market test.' ... When profits and employees' interests come in conflict, profits win out, as in 2005, when the new CEO handed out thousands of pink slips, to the glee of Wall Street investors. *Information Week* magazine ran an opinion piece called, 'In Praise of [HP CEO] Mark Hurd's 9,000 Layoffs' in 2010. .... And the new-

est HP savior, CEO Meg Whitman, announced another round of layoffs in 2012, this time totaling twenty-seven thousand jobs."

It's no wonder people are not only wary to go to work in such organizations, but are scared to grow their small businesses into larger orgs for fear of what they'll become. But most of us still make our living, and spend a great deal of our lives within organizations, and they are still the best way to accomplish tasks we can't do on our own — "a machine for getting stuff done." The authors want to modernize that machine without losing the engine that makes it run. Looking at everything from "Designing the Job" to "Putting Together the Organizational Puzzle" and "The Economics of Org Culture," they help leaders and entrepreneurs capture the problems and promise of their organizations in all their complexity and commonality.

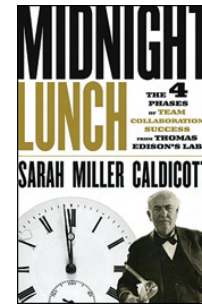
As Fishman and Sullivan say, "The org is not a problem. It's a solution — but one that comes with some messy realities ... " Their book, *The Org*, will help you tidy up that mess.

*Midnight Lunch: The 4 Phases of Team Collaboration Success from Thomas Edison's Lab*

By Sarah Miller Caldicott, John Wiley & Sons

284 pages, \$21.95, Hardcover

*Midnight Lunch* is a book about collaboration, and about contemporizing the prolific Thoman Edison's belief that collaboration is key to innovation. The title itself refers to the late-night gatherings of team members at Edison's famous laboratory in Menlo Park, N.J. — collaborative



sessions that spawned inventions and innovations that every schoolchild in America grows up learning about.

It is evident throughout the book that Caldicott is passionate about her subject, not only because she is the iconic inventor's descendent, but because she believes wholly in the great potential inherent in successful collaboration:

"Like gravity, collaboration is a pervasive force. It lies at the heart of what uniquely shapes teams and organizations. It connects people to the vast power of their own knowledge and shines a light on the purpose of their work and lives. Collaboration holds the power to link teams with diverse skills and traits, urging them to come together in an aligned way and yielding breakthroughs that can impact hundreds — even millions — of people."

Edison did indeed touch millions of people through his inventions — inventions he acknowledges he would not have gotten credit for had it not been for the hard work of his laboratory teams. Caldicott writes it well: "Like the connective tissue in the human body, Edison's true collaboration methods gave backbone, sinews, muscles, and tendons to his world-

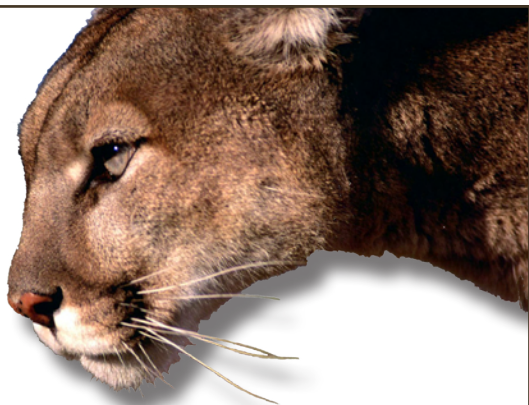
changing innovation process." But this is not a biography as much as a call for action — or, rather, a call to belief. Edison serves as Caldicott's spirit guide as she presents a technical methodology for achieving high-performing collaboration. That method has four parts, which make up the four sections of the book:

Phase 1: Capacity | Phase 2: Context | Phase 3: Coherence | Phase 4: Complexity

Organizations often tackle No. 4 first, forgetting that teams need to lay the foundation before building the proverbial skyscraper. Anyone who is a member of a team can benefit from the exercises scattered throughout the book that will help them understand the value of all four steps and find that sweet spot where true collaboration exists, that "nexus between discovery learning and performance."

The demand for organizations to pursue true collaboration is important not only because of the growing complexity of innovation, but because prospective employees will demand it: "Gen Y's attraction to collaborative work environments and discovery learning will continue to hold magnetic power as this crucial cohort comes to dominate the US workforce by 2025." If organizations don't embrace exciting, collaborative work environments, they will not be able to attract the best and the brightest. They might even miss out on the next Thomas Edison.

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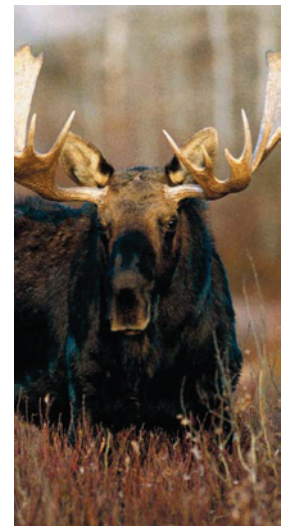
## SHAFER

from previous page

about a traveler from St. George who had a heart attack while in Rome. He was hospitalized for two weeks while his condition was stabilized, then flown to St. George (although his round-trip flight was from Salt Lake City) with an attending Italian physician, and delivered to the door of his home. All paid for by the insurance he had purchased, although I'm sure he didn't plan on having a heart attack. That was the story that sold me.

More important, though, are the stories of people facing such situations without travel insurance.

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



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# FOCUS

## MANUFACTURING

pages 7-13

## AMSCO Windows: Made in the USA

**By Andrew Haley**  
*The Enterprise*

AMSCO Windows, a Salt Lake City-based manufacturer of vinyl windows and patio doors, experienced a surge in sales last year, though revenues remain lower than pre-recession levels.

Marketing coordinator Andy Schulz said sales were up last year about 20 percent over the previous year, and while the firm is “down from 2007 we anticipate another good year.”

Though he declined to state actual revenues, citing privacy policies of the privately held company, Schulz gave a ballpark estimate of the company’s financial picture.

“When we do our category listing we’re [in the category of companies making] over \$50 million per year,” he said.

Phillip Rasmussen, a Magna-born South High graduate who served in the U.S. Navy in World

War II, founded AMSCO in Salt Lake City in 1949. Originally a supplier of aluminum window awnings, AMSCO became a window manufacturer in the 1970s when it began making aluminum storm windows, and found its present calling a decade later when it pioneered the development of vinyl windows and patio doors. When Rasmussen died last year, he served as chairman of the board of one of the largest vinyl window and patio door manufacturing companies in the United States.

“To our knowledge we’re the largest vinyl window plant in North America. We sell in Australia, South Korea, Mexico, Canada, pretty much from Texas to the West Coast, all out of one location,” Schulz said.

AMSCO moved down the street to its present location in the 1970s and has continuously operated out of Salt Lake City. It has

received media attention in recent years as a rare building materials supplier continuing to offer products made in the United States. In 2011, AMSCO was featured on ABC’s “World News Tonight With Diane Sawyer” as one of several companies whose products were used in the building of a Montana home constructed entirely from materials made in the U.S.A.

In the segment, “Where You Can Buy Made in America Building Products,” homebuilder and economist Anders Lewendal states that if homebuilders increased their use of American-made products by only 5 percent, it would create 220,000 jobs. His “Made in America House” used more than 120 products, including AMSCO windows, from over 30 states. Despite costing more, mostly because American workers earn more than their Chinese counterparts, Lewendal told ABC that his house cost only “1 or 2 percent”

more than a foreign sourced home, presumably because of higher quality materials.

Though the “Made in USA” mantra has been good for AMSCO, Schulz said its operating strategy had more to do with logistical necessity than marketing or politics.

“We make everything here. It just kind of happens. Part of it is inherent to the window business. You can’t ship windows from across the ocean. It’s something that has been with us forever. We haven’t had to force a ‘Made in USA’ thing because we’ve always just kind of done that,” Schulz said.

“We’re still functioning on the same principles as we were founded under. It’s a family business. We have many families working here. It’s almost a tradition working here. My father is a 40-year employee here,” he said.

AMSCO’s product line includes vinyl and composite windows and patio doors, sound control windows, and several kinds of specialized CōzE performance glass that offers increased thermal retention and ultraviolet wavelength filtration to limit heat loss and sun damage. AMSCO’s online Architectural Design Manual interfaces with AutoCAD, providing a catalog of files in both DWG and DXF formats. Its windows and patio doors are covered by a limited lifetime warranty.

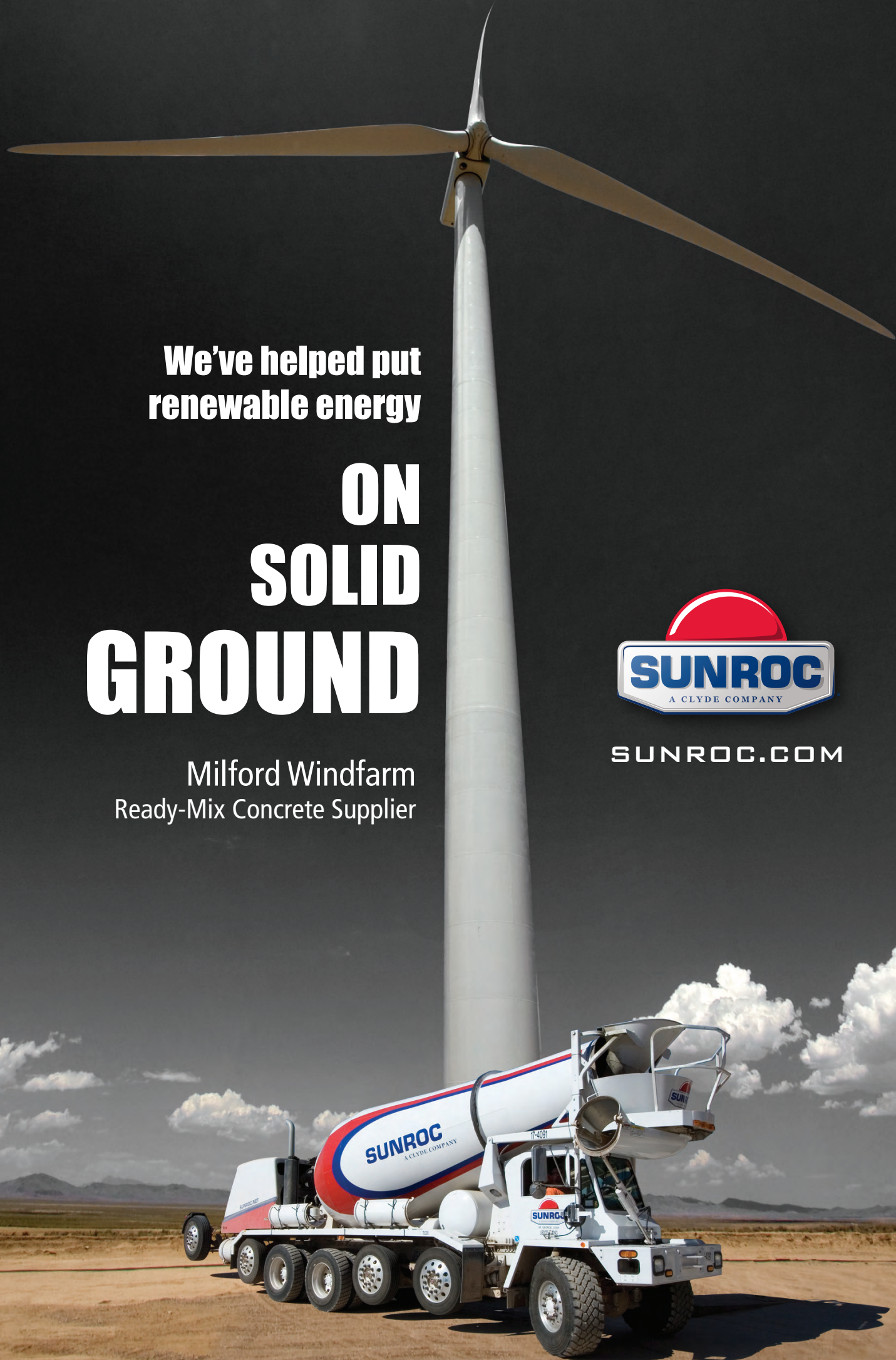
Schulz said AMSCO’s plant at 1880 S. 1045 W. employs about 250 people.

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## Profits at ALSCO continue to be driven by international markets

By Andrew Haley

*The Enterprise*

Profits at legacy linen supply company ALSCO, Salt Lake City, continue to be driven by the expansion of international markets such as Brazil.

Jim Divers, director of sales and marketing said the company, which provides laundry, rental and leasing services for linens and uniforms, is growing in all areas, though he declined to provide specific financial data, citing the strict privacy policy of the privately held company. ALSCO, known variously as Steiner American Corp., Steiner Corp. and American Linen Supply Co. over its 124-year history, launched an international rebranding effort in 2002 that brought all of its operations under the ALSCO name.

"We operate in 14 different countries. We actively look for acquisitions and expect growth to continue. We experience growth in all areas," Divers said.

According to *Forbes*, in 2006 ALSCO saw \$1.16 billion in revenues and employed 17,500 people at 145 service centers in 10 countries. Though Divers declined to answer specific questions regarding ALSCO's revenues or the number of people it employs, his statement that ALSCO operates in 14 countries indicates the company expanded substantially in the previous seven years. Though he declined to say whether current revenues were higher or lower than \$1.16 billion, Divers said that ALSCO is experiencing sustained growth and that the company is "experiencing the same growth as the local economies [in which it operate]."

"You could almost set your [measuring] tools to the local economy," he said.

But with international markets continuing to waver under the burdens of a global credit crunch and a middling economic recovery, coupling its growth to emerging markets may mean rough times ahead for the linen giant. In circumspect statements, Divers singled out Brazil as one market where ALSCO has been thriving. But according to a January report in *The Economist*, weak third quarter GDP numbers have led market and government analysts to cut back Brazil's 2012 GDP growth predictions to a mere 1 percent.

Slowing GDP growth is only one of Brazil's problems. Official 2012 inflation rates of 5.84 percent would likely have been closer to 6.5 percent had Brazil's federal government not artificially constrained the price of gasoline, *The Economist* reported in its article. Projected inflation rates of 6.5% or higher for the coming year are leading analysts to drop expected GDP growth for Brazil in 2013.

ALSCO has done business in Brazil since 1949, when the nearly re-incorporated company entered a period of significant international expansion. Then-president F.G. Steiner reportedly felt that the limited growth potential of U.S. markets in the years following World War II necessitated moving the company into overseas markets. ALSCO has continued to expand internationally and has diversified into a number of areas, including paper and paper products.

China, which has continued a diminished but still meteoric rise through the years of the Great Recession, could prove to

be an enormous growth engine for ALSCO in the coming years, but only after the company makes significant investments there. According to the *Financial Times*, the Chinese economy rebounded to 8 percent growth in the fourth quarter of 2012, ending seven consecutive quarters of diminishing growth. Even with growth rates down from averages of 10 percent per year since market reforms began in 1978, the Chinese economy remains one of the strongest emerging markets in the world, and a promising source of future growth for companies like ALSCO doing business there.

"We're just getting started in China," Divers said.

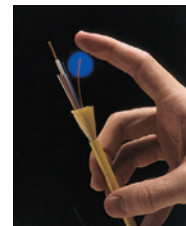
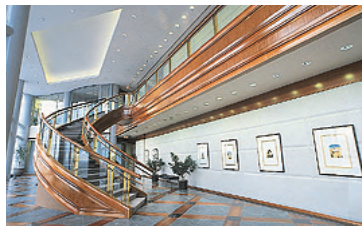
With European markets still struggling to contain disastrous economic problems in Greece and in Spain, where unemployment

rates among young people now stand at 55 percent, cornering the Chinese linen market may be ALSCO's best bet, if its growth continues to be dependent on international operations. Closer to home, ALSCO's business with the state of Utah has been shrinking since 2009. According to the Utah Transparency Project, state expenditures to the linen company declined from \$163,735 in 2009 to \$40,625 in 2012, a loss of over 75 percent.

ALSCO's links to Utah are historic. Founder George Steiner started the company in Lincoln, Neb., in 1889 when, at the age of 15, he bought a freshly laundered towel delivery route from Lincoln Steam Laundry for \$50.80. Along with his brother Frank, Steiner made pioneering inroads into

the linen and laundry business of today by offering to fetch, clean and deliver fresh aprons to grocers and other clerks in the fledgling frontier town. After weathering three years of economic depression in the early 1890s, Steiner relocated the company to Salt Lake City in 1895.

Steiner's company was incorporated in 1912 as the American Linen Supply Co. In 1918, F.G. Steiner, George Steiner's 21-year-old son, patented the continuous towel dispenser still common in restrooms throughout the world. Though it has existed under a variety of names and in a variety of forms, ALSCO remains headquartered in Salt Lake City and its co-presidents and co-CEOs, brothers Robert and Kevin Steiner, are George Steiner's grandsons.



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## SLC firm is major manufacturer of railroad parts

By Andrew Haley

*The Enterprise*

Riders on the FrontRunner line between downtown and Provo benefit from a little-known Salt Lake City manufacturing firm specializing in supplying all of the sundry railroad parts needed to lay down tracks and keep trains reaching their destinations.

A&K Railroad Materials, based on Redwood Road, is a longstanding railroad parts supplier, selling used and new rails and rail tools, wood and steel railroad ties, tie plugs, frogs, guard rails, switches and switch components. Frogs are the plates that guide wheels at railroad crossings.

A&K also sells reclaimed wooden railroad ties used to buttress earthworks in landscaping. In a sense, that is the core of the company's business, as A&K founder and owner Kern Schumacher got started half a century ago when he and business partner Al Boyd began buying used wooden rail-

road ties from the Concord Naval Weapons Station in Concord, Calif., and selling them to area landscapers. Schumacher, 19 at the time, hired students from his alma mater, San Ramon High School, to lug the ties back to Danville over Easter break.

Boyd and Schumacher sawed the reclaimed ties into planks and sold them at a markup. They paid 6 cents for each tie and sold each plank for \$6. By the time he enrolled at the University of California-Berkeley, Schumacher was making \$40,000 a year.

In 1961, Boyd and Schumacher bought the mothballed Camp Stoneman Military Base and its 21 warehouses, located 40 miles from San Francisco. Within a year the pair had leased all of them. His consequent interest in buying up military surplus led Schumacher to Utah in 1963, where he and Boyd bought the defunct Clearfield Naval Supply Depot with the financial backing of

Schumacher's father.

Renamed the Freeport Center, the former naval base became a supply depot of another sort where clients like GE could store goods bound by rail to West Coast markets. Clients liked Salt Lake, with its natural positioning as a geographic corridor, and substantial railroad infrastructure leading along the old overland trails to Los Angeles, San Francisco and Portland. It was only a matter of time before Schumacher took an interest in maintaining, expanding, supplying and updating the railroads.

Today, Schumacher holds 90 percent of A&K, having bought out Boyd when he retired. The lion's share of his business is in railroad supply, though these days he is as much involved with mass transit as moving freight.

The size of its projects gives scope to the profitability of the company. According to the Utah Transparency Project, during construction of the Salt Lake to Provo FrontRunner line, UTA contracted with A&K for \$14,891,000 worth of rail procurement projects between fiscal years 2009 and 2012. Some \$12.5 million were spent in 2009 alone.

Al Spurlin, regional manager for Mountain States Contracting, which has been in the design-build, railroad construction and railroad maintenance business since 1983, said he has been using A&K for 30 years.

"They're a good outfit. I really enjoy working with the people there. They don't try to feed me full of baloney. They've been pretty upfront with us," Spurlin said.

In addition to supplying all of the parts

that go into building an active railroad line, A&K also provides a welding/continuous welding rail service, custom cutting the rails to spec for companies like Mountain States to install. Negotiating the logistics of such a capital-intensive industry is a major part of A&K's business, as the actualities of supplying railroad materials include the delivery of goods measured in tons to remote, often mountainous terrain rarely serviced by passable roads. According to Spurlin, avoiding delays is paramount to maintaining profitability in the railroad business and that is one more thing A&K does with aplomb.

"We take delivery by truck or by rail. They do a good job of getting it there when it's supposed to be there," he said.

According to Spurlin, the projects for which Mountain States contracts A&K are similar in size to those of the Salt Lake-Provo FrontRunner line. He estimated most of Mountain States' projects with A&K at "\$100,000 to \$10 million and above." Though A&K declined to disclose its revenues or number of employees, citing its privately held status, in 2008 Schumacher told *The North Lake Tahoe Bonanza* that A&K had roughly 450 employees. Despite the Great Recession, Spurlin said A&K has improved over the past decade.

A&K's service department also provides a track removal service as well as deliveries of completely assembled railroad turnouts. A&K maintains regional sales offices throughout the country and operates a Spanish-speaking international sales office in Houston that services Central and South America.

## A Utah Manufacturing Initiative

By Todd R. Bingham,

*President*

*Utah Manufacturers Association*

The business of making things with utility and adding value to raw materials is the essence of manufacturing. If you look around you in the room where you now are, nearly everything is manufactured. Manufacturing is one of Utah's basic industries and one that creates tremendous value in the economy. It is a creator of new wealth. Three industries create new wealth: agriculture, mining and manufacturing. All other industries create added value from an existing product and/or service provided.

Utah's manufacturing industry is very diverse, covering nearly every imaginable area, from aerospace and medical, from microchip and defense to composites and food to basic metal manufacturing. This is certainly not an exhaustive list; however, it gives us an idea of the broad nature of this critical industry.

It is Utah's diverse base in manufacturing that has allowed it to be the backbone of the economy since the early days of statehood. Manufacturers build plants and infrastructure that weather economic downturns and hire a variety of employees, from highly educated and skilled, to basic workers who develop much-needed valuable skills that benefit their respective companies.

Manufacturing has the staying power to continue to be the backbone of this economy; it continues to be Utah's strength. We owe much of the lifestyle to which we have become accustomed to the innovation and efficiency of manufacturing. We can count on them to continue to provide the highest standard of living anywhere in the world. Look around you anywhere and what you see are the efforts of manufacturers. We are the people who make things.

Manufacturing is the engine that drives American prosperity. It is central to our economic security and national security.

Manufacturing invents the future. Manufacturers are responsible for more than 70 percent of all private sector R&D, which ultimately benefits other manufacturing and non-manufacturing activities.

The United States is the world's largest exporter; 61 percent of all U.S. exports are manufactured goods, double the level of 10

years ago.

Over the past two decades manufacturing productivity gains have been more than double that of other economic sectors. These gains enable Americans to do more with less, increase our ability to compete and facilitate higher wages for all employees.

Manufacturing has been an important contributor to economic growth and tax receipts at all levels of government, contributing one-third of all corporate taxes

see INITIATIVE page 26

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# Top Manufacturing Counties in Utah

Ranked by Manufacturing Workforce

County	Total Population	Total Non-Farm Workforce	Manufacturing Workforce	County Average Wage	Manufacturing Wage in County	Number of Manufacturing Establishments	Top Companies in County
Salt Lake	1.05 million	602,353	52,471	\$3,667	\$4,529	1,640	<b>L3 Communications</b> (Communications Equipment) <b>The Sun Products Corporation</b> (Soap & Detergent) <b>Merit Medical Systems</b> (Surgical & Medical Instrument)
Utah	530,400	189,431	16,476	\$2,922	\$4,000	592	<b>IM Flash Technologies</b> (Electronic Products) <b>Nestle USA</b> (Food) <b>US Synthetic Corp.</b> (Nonmetallic Mineral Product)
Weber	234,400	91,866	12,047	\$2,985	\$3,970	253	<b>Autoliv</b> (Motor Vehicle Equipment) <b>Fresenius USA Manufacturing Inc.</b> (Medical Instrument) <b>Kimberly Clark Worldwide Inc.</b> (Sanitary Paper Product)
Cache	114,700	51,203	10,665	\$2,514	\$3,197	228	<b>Icon</b> (Sports & Athletic Equipment) <b>Schreiber Foods</b> (Cheese) <b>Hyclone Laboratories Inc.</b> (Pharmaceutical)
Davis	311,800	108,930	10,535	\$3,135	\$4,212	287	<b>Lifetime Products</b> (Sports & Athletic Equipment) <b>ATK Space Systems/Alliant</b> (Aerospace) <b>Utility Trailer Manufacturing Co.</b> (Truck Trailer)
Box Elder	50,300	16,089	4,478	\$2,650	\$3,777	73	<b>ATK Launch Systems</b> (Aerospace) <b>Autoliv</b> (Motor Vehicle Equipment) <b>Nucor Steel</b> (Steel Mill)
Washington	141,600	49,043	2,538	\$2,473	\$2,894	175	<b>Viracon</b> (Glass Product) <b>Wilson Electronics</b> (Communications Equipment) <b>RAM Manufacturing</b> (Fabricated Metal Products)
Tooele	59,300	16,020	1,725	\$3,632	\$4,110	40	<b>US Magnesium</b> (Primary Metals Manufacturing) <b>Detroit Diesel Remanufacturing</b> (Machinery) <b>Morton international</b> (Food)
Iron	46,700	15,090	1,351	\$2,431	\$3,240	74	<b>GENTAK</b> (Foam Product) <b>American Pacific Corp.</b> (Chemical Manufacturing) <b>Smead Manufacturing</b> (Paper Products)
Summit	37,600	21,043	799	\$3,021	\$5,156	61	<b>Triumph Gear Systems</b> (Aircraft Parts & Equipment) <b>Skullcandy Inc</b> (Electronic Products) <b>Reese Metal Work</b> (Metalworking)
Wasatch	24,400	6,329	196	\$2,686	\$3,437	34	<b>Redmond Minerals</b> (Nonmetallic Mineral Mining) <b>Probar</b> (Food) <b>Mountain Cabinetry Inc.</b> (Cabinetry)
<b>Statewide</b>	2.81 million	1.25 million	116,412	\$3,272	\$4,124	3,677	

# Focus

## GOLF

pages 14-24

# Take Your Golf Event to the Next Level

### By Phil Immordino

Early in my career, I had the opportunity to work with The Tradition, a Senior PGA event held in Scottsdale, Ariz. My objective was to sell sponsors. I identified the companies in Arizona that were national in scope and that had consumer products to sell. One of the first companies that I went to see was the Dial Corp. They manufactured soap as well as many other products. I was told to go to the decision-makers of any company to get an answer. I went directly to the top and was very lucky to get a meeting with the chairman of the board, John Teets. I took my whole bag of tricks and everything that I had to offer a potential sponsor. As I sat in front of Teets, I went down my list of how I could benefit his company, media coverage, tickets, signage, etc. He did not get excited until I mentioned that I could give him a membership to Desert Mountain Country Club, the course on which The Tradition was being played. He perked up and he said, "we'll do it," a \$1 million deal over five years. I could not believe it. It was the biggest deal that I had ever sold. All because I got him excited about a country club membership.

That was the beginning of my success in selling sponsorships: finding a hot button and then using it.

Selling sponsors is the key to a profitable event. The sponsor dollars will be the tournament profit. Sponsors do not usually get a tremendous amount of exposure, so the real benefit to them is building relationships and participating in a worthy cause. The list below shows reasons why businesses sponsor events:

**They Believe in Your Cause** – Business must agree with what your organization is doing and support it.

**They are Part of Your Industry** – If a company does business in your field, they will want to see the industry do well.

**To Entertain Clients** – If they can use it as a tool to bring out clients and entertain.

**To Reach New Clients** – If they believe that their potential clients are playing in your event.

**Specific Exposure** – If they can reach people in their industry.

**Public Relations** – If they believe that it will get their company name in the paper or the news.

#### How to Sell Sponsors

- **Develop a Sponsor Committee** – Businesses will sponsor if asked by someone they know and or respect. Develop a committee with relationships.

- **Develop Sponsor Package and Benefits** – Provide as many benefits as possible.

- **Create a List of Potential Sponsors** – Get the committee together and brainstorm on businesses that will benefit by being involved.

- **Send out a Letter with Benefits to Potential Prospects** – Have the letter come from the person who has the contact at that business or use a well-known name, such as the honorary chairman.

- **Follow up with Phone Calls in a Timely Manner** – Phones are the most important part of the process. They will not respond to mail only.

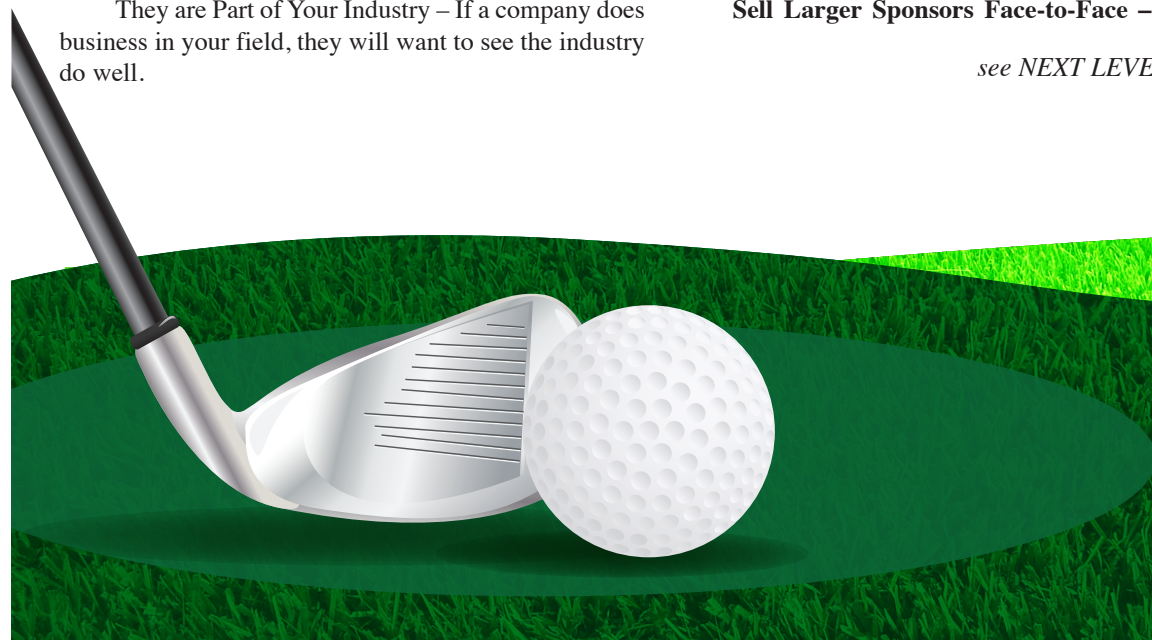
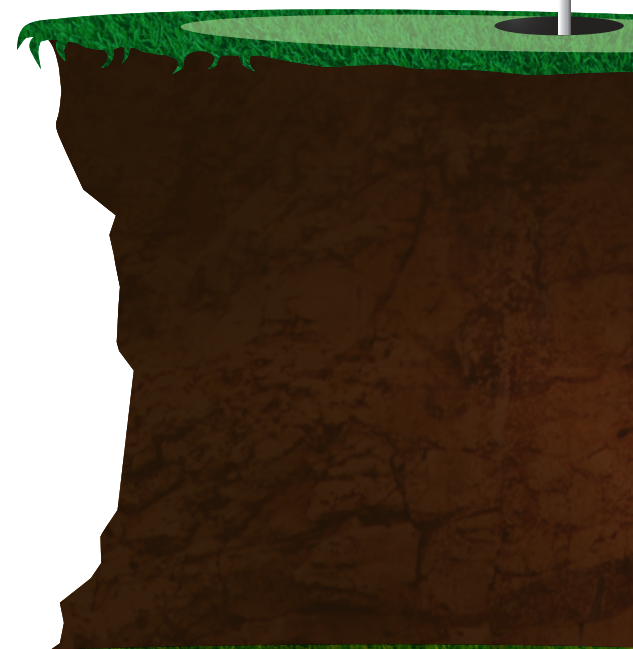
- **Find His or Her Hot Button** – Every person has a hot button. Exposure, money, community. Find out what it is and use it.

- **Mutual Relationship** – It is hard to reach high-level decision-makers; if you do not have a common relationship, find one.

- **Explain Benefits** – Do not assume that they know the benefits. Take the time to discuss them.

- **Sell Larger Sponsors Face-to-Face** – Don't try

see *NEXT LEVEL* page 17



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# The Ridge Golf Club opening July 1 in West Valley City

By Paul Phillips

The Ridge Golf Club, formerly known as the West Ridge Golf Course, will open July 1. Owned by West Valley City, the course is located next door to the USANA Amphitheater.

What happened? Construction of the new Mountain View Corridor, a UDOT project, required land which was home to five holes on the original back nine at West Ridge. Not wanting to piece together a golf course that did not fit with the remaining 13 holes, a deal was made to construct a new golf course. An additional 37 acres of land just north of the clubhouse was purchased to provide enough room to complete the new golf course. West Ridge Golf Course closed on Oct. 2, 2011, and construction of The Ridge Golf Club began immediately thereafter.

The Gene Bates Design Group was brought in to design a new 18-hole golf course that would cater to players of all abilities. Gene Bates' portfolio includes the Soldier Hollow Golf Course in Midway which hosted the United States Golf Association's Public Links Championship in July of 2012. Utah golfers will also recognize his work at Talons Cove in Saratoga Springs and Green Springs Golf Club in St. George.

The first hurdle that needed to be cleared was deciding what kind of golf course West Valley City wanted to build. Head golf professional Mike Richards, head golf course superintendent John Brubaker

*While The Ridge Golf Club is playable for anyone with a set of clubs, let's not forget the low handicap golfer. According to early feedback from those who have toured the property, the new design takes on a feel that resembles golf in Southern Utah or Mesquite than it does anything locally.*

and Parks and Recreation director Kevin Astill studied trends in the golf industry. They noticed the difficulty of new golf courses being built combined with the time it takes to play a round of golf were contributing factors in the decline of rounds played nationally. With that in mind, it was decided to build a golf course that would challenge and stimulate the low handicap golfer but not at the expense of seniors, women, juniors and newcomers to the game.

The first step in accomplishing the task was determining the length of the golf course. The final result is a course that

plays 3,400 yards from the new green tees to a maximum length of 6,750 yards from the championship tees. At 6,750 yards, the golf course is long enough to stimulate and challenge the serious golfer with a variety of shots, elevation change and hazards, including sand and water. From the green tees anyone can play and enjoy The Ridge.

The green tees will be unique to Utah golf and is born from a program the USGA and PGA of America put forth to make the game more enjoyable for more golfers. That program is called Tee it Forward. The goal of Tee it Forward is to get golfers to play

from the correct tee box relative to how far they hit the ball off the tee. The result of doing this allows the golfer to play the course similar to how a touring professional would over 18 holes.

The new green tees at The Ridge are an additional teeing area for golfers who average 150 yards with their tee shot. Some courses offer advanced tees, but normally they are more of an afterthought than a part of the course design. They are usually not included on the scorecard for par and yardages, and in many cases they are simply a couple of tee markers thrown down in the middle of the fairway.

The green tees at the new Ridge Golf Club feature professionally manicured and maintained tee boxes just as the championship tee boxes are maintained. These tees feature par 3s between 75 and 120 yards. Par 4s range from 150 yards to 225 yards. Par 5s range from 230 to the longest hole on the course, at 345 yards.

While The Ridge Golf Club is playable for anyone with a set of clubs, let's not forget the low handicap golfer. According to early feedback from those who have toured the property, the new design takes on a feel that resembles golf in Southern Utah or Mesquite than it does anything locally.

There are several holes that qualify as signature holes. On the front nine, the fifth hole, pictured on page 22, stretches to 390 yards from the championship tees and features an elevated tee shot to a fair-

see RIDGE page 22



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## NEXT LEVEL

from page 14

to sell a large package over the phone. Get a meeting and allow them to get to know you.

### Sponsor Benefit Packages

#### 1. Title Sponsor Package:

Company name in title of event. For example, "Company Charity Challenge."

Company logo in all promotional materials

Company information to all participants.

Company banner at the event  
Two foursomes in tournament.  
Company sign on all golf holes.  
Company sign on all golf carts.  
Company executive as master of ceremonies at awards presentation.

Company name in newsletter.  
Display table at the event.  
Right of first refusal for next year's event.

Investment of \$10,000.

#### 2. Presenting Sponsor Package:

Company name in title of the event.  
Company name in all promotional materials.

Company information to all participants.

Company banner at the event.  
One foursome in the tournament.  
Company name in newsletter.  
Company mention during awards ceremony.

Display table at the event.

Investment of \$5,000.

#### 3. Major Sponsor Package:

Company name in all promotional materials.

Company information to all partici-

pants.

Two playing spots in the tournament.

Company sign on one golf hole.

Company mention during awards ceremony.

Display table at the event.

Investment of \$3,000.

#### 4. Contributing Sponsor Package:

Company information to all participants.

One playing spot in the tournament.

Company mention during awards ceremony.

Company sign on one golf hole.

Investment of \$1,000.

#### 5. Hole Sponsor Package:

Company sign on one golf hole.

Company mention at awards ceremony.

Investment of \$500.

#### 6. Contest Sponsor Package:

Company sign on contest hole.

Company hand-out on contest hole.

Company mention during awards ceremony.

Investment of \$1,000.

#### 7. Meal Sponsor Package:

Company banner on site.

Company information to all participants.

Company commercial during meal.

Investment of \$2,500.

When developing your sponsor packages, list all of the benefits you can offer them and divide them up into value. Give them more value than the cost. Exposure leads to happy sponsors. Companies love to see their name in lights.

#### Triple Star Idea

The most effective way we have found to sell many sponsors and golfers at the same time is to work with a large business or

supermarket that has many vendor relationships. If a business takes on the tournament as their own, they will not only sell many sponsor packages, but they will also line up golfers through their client base.

#### Sponsor Letter

Make sure that every sponsor package you send has a letter that explains what you are doing.

*Sample Sponsor Letter:*

Name Company

Address

City, State, Zip

Dear :

We would like to present an exciting golf event that will give you an opportunity to entertain clients and gain exposure to potential clients. This will include golfers from around the community and will raise money for a worth cause.

The 1st Annual Phoenix Leaders Challenge will start with a shotgun start at 8 a.m. on March 15, 2013, at Arrowhead Country Club in Phoenix. This is a unique golf tournament that will be a full day of exciting events including a Longest Drive, Closest to the Pin and Hole in One Contest as well as a Raffle, Auction and many great prizes.

This is an opportunity for your company to reach many clients and help raise money for this great cause. Please consider participating as a sponsor. As a sponsor you will receive:

Company Name in all Promotional Material.

Display Table with Company Services.

Foursome in Tournament.

Company Sign in Tee Box.

Company Name Mentioned in Awards Ceremony.

A contribution of \$5,000 is tax deductible and will provide you will the benefits mentioned above. We appreciate your consideration. If you have any questions, please feel free to call us. We will be in touch soon.

Sincerely,

John Smith

#### Tournament Fact Sheet: Sponsors

When creating your sponsor packages, make sure to include a Tournament Fact Sheet. This will give a potential sponsor all of the important information about the event and the organization. The fact sheet should be included with all sponsor package proposals. Here is the key information that should be included in your fact sheet:

- Name of the golf tournament.
- Title sponsor.
- Name of the promoting organization.
- Date and time of the tournament.
- Location of the golf course.
- Information about the hosting organization.
- Information about the charity.
- List of board members.
- List of committee members.
- Hosting organization's address, phone, fax and email.
- Contests.
- Costs.
- What is included in the golfers' fees.
- Other sponsors.

Phil Immordino is a national speaker and author of *How to Produce a Successful Golf Tournament*. He is also chairman of the Golf Tournament Association of America, (480) 867-1491, pimordino@gtaweb.org.



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# Corporate Golf – What's the Big Deal?

Your next charity or corporate golf tournament is a big deal and not just to you and your tournament committee. The professionals at Vanguard Golf Management, one of Utah's leaders in hosting corporate or charity fund-raising tournaments, think it's a big deal too.

"We realize that even though we are hosting hundreds of tournaments at our golf courses, each individual tournament is a big deal to the tournament organizers," says Mark Whetzel, director of golf for Vanguard Golf Management. "We know it's extremely important that we treat each tournament organization and its event as if it's our only client."



**Falcon Ridge**

Vanguard Golf Management's list of championship golf courses is impressive; The Ranches in Eagle Mountain, Sky Mountain in Hurricane, Coral Canyon in Washington, Falcon Ridge in Mesquite and the granddaddy of them all, Thanksgiving Point in Lehi. What's more impressive is the amount of corporate tournament and charity events being conducted at the golf courses.

"We are proud to host some of the biggest and best events in Utah. We feel honored that they trust our expertise in handling their events. We have held successful tournaments of all sizes at our golf courses and are willing to work with the giants of industry as well as the locally owned companies, using golf to raise funds and/or reward employees and clients," says Vanguard's Vice President of Operations, Cole Hale.



**Sky Mountain**

Vanguard Golf formed over ten years ago under the direction of Mark Whetzel, Brandon Howard and Walt Willey. The three, along with a handful of investors, have quickly become the largest golf course management group in Utah.

Whetzel is the director of golf at

all five courses and is the head pro at Thanksgiving Point. Kent Abegglen is the head pro at Sky Mountain, Casey Fowles is the pro at Coral Canyon and Tele Wightman is the pro at The Ranches. Long time course manager Brian Wursten remains at Falcon Ridge after Vanguard's purchase of the Mesquite, Nevada course last year. Vanguard and its partners own Coral Canyon, The Ranches and Falcon Ridge while maintaining operating agreements with Sky Mountain and Thanksgiving Point.

While all of the golf courses in the Vanguard menu offer a championship layout and a challenging test of golf, it's Vanguard Golf Management's service and attention to detail that sets the courses apart when it comes to hosting corporate or charity events.

According to Whetzel, "Service sets us apart. We are one of maybe two or three Utah golf courses that have a full time employee dedicated to booking and operating golf tournaments. Cole Hale does a phenomenal job at Thanksgiving Point; his tenure with us and experience is invaluable. This creates attention to detail, one on one interaction and hands on service. These critical elements are missing if corporate events don't have an on-course partner for their event. All of our golf course professionals offer the same expertise. If Thanksgiving Point isn't perfect for your event maybe one of our other courses is. Our professionals are all trained to offer the very best in tournament benefits. Our service includes our hands-on staff greeting and valeting players clubs to their golf carts. Attending to each guest's needs and the tournament staff's needs, no matter how big or small, creates a sense of welcoming and appreciation for being at our course for the day. There is nothing we won't do; from putting up tents on the course, giving a guest sunscreen on a hot day and filling up each cooler with ice throughout the course. We do all we can to make sure the day is exceptional and exceeds all expectations."

Wightman, the head professional



**Brandon Howard, Mark Whetzel, Walt Willey**

at The Ranches Golf Course offers some advice to tournament committees and charity organizers, "It's important to determine some real goals for your event. Goals need to be set and met for any successful tournament.



**Thanksgiving Point**

Whether it's raising money for a charity, entertaining clients and networking to strengthen business relationships or just rewarding employees, each tournament needs to have an end result in mind so that together we can make that happen. Good planning, organization and attention to small details are all part of what we do to help our event clients. The easy part is our clients know that our golf course staff will be friendly, will offer great service, will anticipate player's needs and will make it all happen until the last player leaves the golf course. Things like good food, prizes, and fun contests bring tournament players back year after year. These types of things are a good reminder of the tournament throughout the year. We also help with making sure the tournament finishes on time. No one likes to be there all day."

Wightman adds, "Corporate events and charity tournaments shouldn't try and do too much. Having a tournament committee with a real game plan is essential and choosing a fun format that fits your players is also key to a fun day."

Thanksgiving Point Golf Club has been the host course for many of Utah's largest golf events including the Utah State Amateur Championship, Johnny Miller's Champions Challenge, the Huntsman Cancer Foundation's Golf Classic as well as the host course for Mountainstar Healthcare, OC Tanner, CB Richard Ellis, US Foods, the Native American Shootout and the National Fire Fighters Foundation events among many others.

Thanksgiving Point's Hale offers some ideas to try and stay away from when conducting a corporate event. "I feel tournaments should try and stay away of trading playing teams for services or prizes. It always seems to add confusion to the bottom line. Make sure each foursome is at least paying towards your bottom line cost. Make sure you are not just rewarding the winners of the tournament at the end of the day, it's the other 95% that are contributing to the success of

the event, so don't spend too much money on the winning team prizes. Everyone leaving with a little something is better than a few leaving with everything. Also, make sure that your organization provides a good on-site staff member who can help with operations. This person needs to be very personable, hands-on, have a good presence and should be comfortable speaking with and for the group. This person should be the "face" of the event and should represent you and your company well."



**Coral Canyon**

Successful corporate or charity golf tournaments are a big deal. It only takes one bad experience to kill off a well-intended event. Hale, Wightman and Whetzel believe that golf is the perfect avenue for people to have a good time, for a good cause and Vanguard Golf Management is at the forefront of ensuring your event will be a big deal.



**The Ranches**

# Golf Courses in Northern Utah

*Ranked by Slope (Ratio of difficulty)*

Course Name Address	Phone Fax Web	Slope	Rating Par	# of Tournaments Hosted in 2012	Greens Fees per 18 Holes	Type of Course	Head Professional
<b>Red Ledges Club</b> 205 N. Red Ledges Blvd., Heber City	435-657-4054 DND redledges.com	151	76.9 72	12	\$85-\$150	Private	Jon Paupore
<b>Crater Springs</b> 700 N. Homestead Dr., Midway	435-654-1102 435-654-5087 homesteadresort.com	146	73.2 72	140	\$40	Public	Chris Briscoe
<b>Wingpointe</b> 3602 W. 100 N., Salt Lake City	801-575-2345 801-575-2392 slc-glof.com	137	73.6 72	29	\$33	Public	Lynn Landgren
<b>The Jeremy Golf &amp; Country Club</b> 8770 N. Jeremy Rd., Park City	435-649-2700 435-649-2193 thejeremy.com	136	73.7 72	26	\$78	Private	Jake Hanley
<b>Riverside Country Club</b> 2701 N. University Ave., Provo	801-373-8262 801-374-1359 riversidecountryclub.org	136	73.1 72	1	\$75	Private	Robert McArthur
<b>Spanish Oaks Golf Course</b> 2300 E. Powerhouse Rd., Spanish Fork	801-804-4053 801-798-5092 golfspanishoaks.com	134	71.5 72	20	\$26	Public	Ryan Rhees
<b>Bountiful Ridge Golf course</b> 2430 S. Bountiful Blvd., Bountiful	801-298-6040 801-298-6041 bountifulutah.gov	130	70.4 71	48	\$28	Public	Kent McComb
<b>Bonneville</b> 954 S. Conner St., Salt Lake City	801-583-9513 801-581-0648 slc-golf.com	125	71.7 72	18	\$35	Public	Steve Elliot
<b>Eaglewood Golf Course</b> 1110 E. Eaglewood Dr., North Salt Lake	801-299-0088 801-335-3217 eaglewoodgolf.com	125	71.8 71	70	\$26-\$40	Public	Brent Moyes
<b>Oakridge Country Club</b> 1492 W. Shepard Lane, Farmington	801-451-2229 801-451-6407 oakridgecc.com	125	71.9 72	1	\$75	Private	Rick Mears
<b>Logan River</b> 550 W. 1000 S., Logan	435-750-0123 DND theriver@loganutah.org	124	69.6 71	50	\$26	Public	Jeffrey B. John
<b>River Bend Golf Course</b> 12800 S. 1040 W., Riverton	801-253-3673 801-253-3942 slcountygolf.com	124	70.8 72	60+	\$42-\$44	Public	Brent A. Baldwin
<b>Fox Hollow Golf Club</b> 1400 N. 200 E., American Fork	801-756-3594 801-756-8658 foxxhollowutah.com	123	73.7 72	DND	\$26	Public	Rick Roberts
<b>Crane Field Golf Course</b> 3648 W. 2650 N., Clinton	801-779-3800 DND cranefieldgolf.com	121	67.0 72	DND	\$22	Public	Zachary Aland
<b>The Ranches Golf Course</b> 4128 Clubhouse Ln., Eagle Mountain	801-789-8100 801-768-7410 theranchesgolf.com	121	70.6 72	35	\$43	Public	Tele Wightman
<b>Murray Parkway Golf Course</b> 6345 S. Murray Pkwy, Murray	801-262-4653 801-288-2830 DND	117	70.8 72	DND	\$28	Public	Gary Healy
<b>Ben Lomond Golf Course</b> 1800 N. Hwy. 89, Ogden	801-782-7754 801-737-3082 benlomondgolf.com	112	67.9 72	20	\$26	Public	Jeff Cliften
<b>Sun Hills Golf Course</b> 3185 N. North Hills Dr., Layton	801-771-4814 801-771-3104 sunhillsgolf.com	112	67.7 71	42	\$40	Public	Chris Oostyen
<b>Remuda Gof Course</b> 2600 W. 3500 N., Farr West	801-731-7200 DND remudagolf.com	103	67. 72	DND	\$28	Public	Zachary Aland
<b>Park Meadows Country club</b> 2000 Meadows Dr., Park City	435-649-2460 435-658-4353 parkmeadowsc.com	DND	DND 72	DND	DND	Private	Bobby Trunzo



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# Golf Courses in Southern Utah

*Ranked by Slope (Ratio of difficulty)*

Course Name Address	Phone Fax Web	Slope	Rating Par	# of Tournaments Hosted in 2012	Greens Fees per 18 Holes	Type of Course	Head Professional
<b>Conestoga Golf Club</b> 1499 Falcon Ridge Pkwy., Mesquite	702-346-4292 702-346-4480 conestogagolf.com	147	74.9 72	DND	\$99-\$169	Public	Scott Ballif
<b>Coyote Springs Golf Club</b> 3100 State Rte. 168, Coyote Springs	703-422-1400 702-422-1419 coyotesprings.com	141	75.8 72	20+	\$80-\$144	Public	Rob Sanders
<b>Falcon Ridge Golf Course</b> 1024 Normandy Ln., Mesquite	877-270-4653 702-345-2465 golffalcon.com vanguardgolf.com	138	71.6 71	105	\$69-\$115	Public	Brian Wursten
<b>The Golf Course at Sand Hollow Resort</b> 5625 W. Clubhouse Dr., Hurricane	435-656-4653 435-215-1318 sandhollowresort.com	137	73.7 72	64	\$100-\$125	Public	Adam Jaspersen
<b>Palmer Course</b> 100 Palmer Ln., Mesquite	702-346-7820 702-346-0137 theoasisgolfclub.com	133	71.5 71	DND	\$50-\$145	Semi-Private	Adam Schwartz
<b>Canyons Course</b> 100 Palmer Ln., Mesquite	702-346-7820 702-346-0137 theoasisgolfclub.com	129	71.3 72	DND	\$50-\$135	Semi-Private	Adam Schwartz
<b>The Hideout Golf Club</b> 549 S. Main St., Monticello	435-587-2200 435-587-2272 hideoutgolf.com	126	69.7 72	12	\$42	Public	Tyler Ivins
<b>Cedar Ridge</b> 200 E. 900 N., Cedar City	435-586-2970 435-865-1314 cedarcity.org	124	71.9 73	5	\$22	Public	John L. Evans
<b>Bloomington Country Club</b> 3174 S. Bloomington Dr. E., St George	435-673-4687 435-673-3958 bloomingtoncountryclub.com	122	79.8 72	24	\$60	Private	Scott Brandt
<b>Sunset View Golf Course</b> 1800 N. Highway 6, Delta	435-864-2508 435-864-5015 glofsunsetview.com	118	71.2 72	25	\$30	Public	Todd Mullen

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## RIDGE

from page 16

way framed below with two bunkers. The approach to the green is guarded by a rock wall and lake that features fountains. The creek that meanders in front of the hole and down the right side is framed by rocks. A bridge reminiscent of the famed bridge on No. 18 at St. Andrews will transport players over the creek to the fairway on the other side.

Perhaps the most memorable hole on the golf course will be the 15th. It's a par 3 playing only 132 yards downhill to an island-like green. The elevation drop, combined with views of the Salt Lake Valley and the sound of water falling as it cascades down the entire hole, make this a signature hole, and while there is plenty of trouble on this hole to penalize a wayward shot, birdies should be the rule here.

The 17th hole is a par 5 and measures 564 yards from the championship tees, making it the longest hole on the golf course. It is a dogleg left with out-of-bounds on the left side and water down the right. The natural terrain will feed balls from right to left so golfers will want to aim down the right side of the fairway on their tee shot. For all but the longest hitters, this will be a 3-shot hole. The third shot is to a deep and double tiered green. Hitting the ball the correct yardage will be the key to making a birdie.

The 18th hole is a strong par 4 playing 432 yards from the championship tees back to the clubhouse. The hole plays from west to east, and with an elevated tee shot

features views of the Salt Lake Valley. This hole will play shorter than the scorecard yardage because it is downhill. The green is protected by a large bunker on the left that is home to a lone Austrian Pine tree. This hole will yield anything from birdie to bogey depending on how well the golfer can gauge the elevation change.

The practice facilities at The Ridge will be state-of-the-art. The driving range has been moved to the north and east of the clubhouse and range balls will be hit from a south to north direction. The tee box is approximately 80 yards wide by 40 yards deep, so there will be an abundance of good turf to hit balls from. The driving range has a depth of over 350 yards to allow all but the Remax long drive hitters room to hit quality range balls as far as they like.

A modern design feature for the new driving range includes a strip of synthetic turf at the back of the teeing area for use during the off season when the grass is dormant. The synthetic turf is the newest technology and even allows you to tee up a driver as if you were hitting off of grass.

Next to the driving range, a building has been constructed providing restrooms for men and women as well as vending machines for drinks and snacks. This building will also service golfers going from No. 9 to No. 10 tee who want to keep playing as quickly as possible.

The practice putting green was redesigned and rebuilt. A complaint about the previous practice green was that it was too severe and undulating. The goal in designing the new practice putting green was to build a green that resembled the charac-



Hole No. 5 at the soon-to-open Ridge Golf Club.

teristics of the greens on the golf course. The result is that the golfer will be better prepared for what is coming when he or she gets on the golf course. Additional benefits of building a practice green that is large and not too severe is that it allows golfers who really want to work on their putting stroke and do drills on a surface that is conducive to that. Finally, the new practice green at The Ridge will be well suited for group instruction.

A new practice amenity at The Ridge is a chipping green. It is located between the practice putting green and the driving range. The chipping green is an ample sized green that features multiple flagsticks and an opportunity to work on chip and pitch shots extending out to 20 yards.

Inside the clubhouse there has been quite a bit of remodeling done to upgrade. Visitors will notice new solid-surface flooring and carpet throughout the building.

Newly stained doors, base and wood trim help accent new paint. The golf shop has rustic cherry cabinets topped with granite. Pendant lighting will highlight the new cabinets and bar in the Grille, which will feature two new flat screen televisions.

The banquet facility, Overlook at the Ridge, has also been remodeled and upgraded with paint, carpet and wood flooring.

West Valley City intends to keep golf affordable; golfers can expect competitive rates. In conjunction with its sister course, Stonebridge Golf Club, The Ridge will offer the \$200 Player's Pass, which allows golfers to play 18 holes with a cart for \$14. Punch cards for frequent play or driving range will be offered as well.

Paul Phillips is a PGA Professional with West Valley City Golf. For more information about the new Ridge Golf Club, call (801) 966-4653 or visit [www.golfwestridge.com](http://www.golfwestridge.com).

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# • Calendar •

• Feb. 19, 11 a.m.-noon: **“Difficult Conversations: From A Pounding Heart To An Open Mind” webinar** presented by Webinar Masters of North Salt Lake. Presenter Jerilyn Willin of JWillin Consulting will discuss how to make critical, difficult conversations easier and more productive. Cost is \$49. Details and registration are at [www.webinar-masters.com](http://www.webinar-masters.com).

• Feb. 20, 8-9:30 a.m.: **“Protecting Intellectual Property in the Global Marketplace,”** a World Trade Center Utah panel discussion. Panel will be led by Ken Horton, intellectual property lawyer, strategist and professor. Location is the World Trade Center Utah, Canyonlands Conference Room, 60 E. South Temple, Suite 300, Salt Lake City. Free. Details are at [www.wtcutah.com/events](http://www.wtcutah.com/events).

• Feb. 21, 3-4:30 p.m., repeating June 20 and Oct. 24: **“Arc Flash: Danger at Your Fingertips,”** presented by Hunt Electric. Attendees will learn how to increase the awareness of a dangerous condition that can be averted through proper preventive maintenance techniques and the right personal protective equipment. Instructor will be Scott Searle, TEGG department manager. Location for all events is Hunt Electric, 1863 W. Alexander Ave., West Valley City. Cost is \$20. Register at [huntelectric.com/training.htm](http://huntelectric.com/training.htm).

• Feb. 22, 2-4 p.m.: **“Wider Net, More Fish: A Workshop for 21st Century Marketers.”** Workshop facilitator is Mark Farr, managing partner at Jibe Media, which he cofounded in 2001. Discussion will include the nine rules of effective online engagement, the five key components of visibility strategy, and creating a strategy for maximizing Web presence. Location is Corporate Alliance Salt Lake Hub, 7730 Union Park Ave., No. 150, Midvale. Details and registration are available by contacting Matt Castleberry at (801) 433-5423 Ext. 205 or [Matt@jibemedia.com](mailto:Matt@jibemedia.com).

• Feb. 22, 11 a.m.-1 p.m.: **Society for Marketing Professionals Utah Winter Day.** Teri Klug, director of strategic development at the Economic Development Corp. of Utah, will share insight on a few of the most exciting corporate, manufacturing and industrial developments being discussed in Utah. Following lunch, Lin Alder from ETC and Erick Allen from Layton Construction will lead a guided tour of either cross country skiing or skate skiing at a nearby resort. Location is Jupiter Bowl, 1090 Center Dr., Park City. Register at [www.smpsutah.org](http://www.smpsutah.org).

• Feb. 25: 12:15-1:45 p.m.:

**Annual Utah Manufacturers Association (UMA) membership luncheon.** Featured speaker will be Lt. Gov. Greg Bell, who will discuss the importance of manufacturing in Utah. Event also will feature opportunities to meet with legislators and other UMA members, reports on the past year and predictions for activities and issues for 2013. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$40, or \$350 for a table of eight. Reservations may be made by contacting Annette at (801) 363-3885.

• Feb. 28, 3-5 p.m.: **Utah Technology Council Emerging Exec P2P Forum Series.** Nathan Furr, professor of entrepreneurship at Brigham Young University, will discuss validation of business models, pricing, revenue streams, market channels and go-to-market strategies. Location is Rees Capital, 651 W. South Jordan Parkway, South Jordan. Details are at (801) 568-3500 or [www.utahtech.org/events](http://www.utahtech.org/events).

• Feb. 28-March 1: **Fourth annual Intermountain Sustainability Summit.** Event will include education programs, networking and trade show. Focus will be on energy efficiency, renewable energy and achieving carbon neutrality; water conservation, quality and management; and recycling and waste reduction and elimination. Keynote speaker L. Hunter Lovins, president and founder of Natural Capitalism Solutions, will discuss “The Business Case for Sustainability.” Related activities include Utah College/University Sustainability Consortium Meeting, 4:30-6 p.m.; Utah’s GreenX Team Exchange meeting, 4:30-6 p.m.; and networking dinner, 6:30-8:30 p.m. at Roosters (\$40 cost). Location is Weber State University’s Shepherd Union Building. Summit cost is \$75 for general attendees and \$65 for Utah Recycling Alliance members before Feb. 14 and \$90 thereafter; \$10 for students. Students may attend for free by volunteering at the summit (contact Jennifer Bodine at 801-626-6421 or [jenniferbodine@weber.edu](mailto:jenniferbodine@weber.edu)). Details and registration are available at [www.intermountainsustainability-summit.com](http://www.intermountainsustainability-summit.com).

• Feb. 28, 7:15-8:15 a.m.: **Utah Technology Council (UTC) annual Breakfast with Legislative Leadership.** Guest speakers are House Speaker Becky Lockhart and Senate President Wayne Niederhauser. Location is Salt Lake City Center Marriott, 220 S. State St., Salt Lake City. Cost is \$30 for UTC members, \$60 for nonmembers. Details and registration are at [www.utahtech.org](http://www.utahtech.org).

• Feb. 28, 11 a.m.-noon: **“Communicating Organizational Change in Turbulent Times”** webinar offered by Webinar Masters of North Salt Lake. Presenter Patty Malone will discuss leading an organization through change by effectively communicating with employees, customers and stakeholders so that they are excited about the change, see the value of the change, and actively participate in making the change successful. Malone has more than 25 years’ experience in communication as a corporate trainer, speaker, author, sales director and TV news anchor. She currently teaches at California State University Fullerton and the University of California at Irvine. Cost is \$49. Details are at [webinar-masters.com](http://webinar-masters.com).

• March 4, 11 a.m.: **Intermountain Association for Corporate Growth Capital Connection and Deal Source.** The conference connects private equity groups with middle market businesses and the intermediaries who work with them across the Intermountain West. Luncheon keynote speaker will be Michael O. Leavitt, formerly governor of Utah and secretary of Health and Human Services. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Register at <http://www.acg.org/utah/2013acgutamintermountainconferenceandcagcapitalconnection.aspx>.

• March 5, 8:30 a.m.: **Sandy Chamber of Commerce Business Summit and Peak Awards.** Location is the Salt Lake Community College, Miller Campus, 9750 S. 300 W., Sandy. For more information and to register, visit [www.sandychamber.com](http://www.sandychamber.com).

• March 6, 3-5 p.m.: **Small Business Summit with New York Times’ Loren Feldman and Jay Goltz,** hosted by the Utah Technology Council in conjunction with Grow America. Feldman, small-business editor of the *New York Times*, and Jay Goltz, a long-time small-business owner who writes the Thinking Entrepreneur column for *New York Times’* You’re The Boss blog, will present to Utah’s small business owners. At the event, Feldman and Goltz will discuss what they are doing at the *New York Times* for small businesses and will give examples of the kinds of topics and stories they cover. Lead columnist Goltz will then talk about his 30 years of trial-and-error experience as a business owner and will share the lessons he’s learned. Event registrants are invited to submit descriptions of their businesses to the presenters in advance together with a key issue they would like to discuss with Goltz.

Feldman and Goltz will retain all descriptions as potential ideas for their future article files. They will select three business owners to call forward during the event for a live dialogue about their business experience. Following these vignettes, Feldman and Goltz will also field questions from the audience. Location is the Salt Lake Community College, Miller Campus, 9750 S. 300 W., Sandy. Cost is \$10 for UTC members, \$30 for nonmembers. Pre-registration is required; register at <http://bit.ly/12soIHF>. Once registered, UTC will send instructions for where and how to submit your company descriptions and issues for Feldman and Goltz.

• March 7, 8 a.m.-1 p.m.: **Siemens Energy Days,** with company highlighting solutions for energy efficiency in facilities, including smart building concepts, system recommissioning, and utility management and monitoring. Siemens will provide a breakfast and lunch and a keynote speaker, and vendor booths will highlight the latest technologies in energy products. Location is Salt Lake City Downtown Hilton, 255 S. West Temple, Salt Lake City. Details are available by calling (801) 230-4895.

• March 19, 7-9 p.m.: **“Power, Persuasion & Purpose: Preparing & Arming the Next Generation to Compete and Succeed Globally.”** Cari E. Guittard, founding principal at Global Engagement Partners, will discuss the weapons of global influence and global mindsets. Guittard teaches graduate courses in corporate diplomacy and geopolitics for the University of Southern California Annenberg School and courses in international negotiations and women’s leadership for the Hult MBA School in Dubai. Location is the Bill and Vieve Gore Concert Hall at Westminster College, 1840 S. 1300 E., Salt Lake City. Event is free and open to the public. Details are at [utahdiplomacy.org/events](http://utahdiplomacy.org/events).

• March 28, 3-4:30 p.m., repeating April 25, Aug. 29, Sept. 26 and Nov. 14: **“Solar Photovoltaic Energy: Generating Your Own Electricity,”** presented by Hunt Electric. The events are designed to provide a better understanding of renewable energy systems, design, installation and work procurement by owners, architects and other construction team members. Instructor will be Brok Thayn, PE, LEED AP and NABCEP Certified Electrical Engineer. Location for all events is Hunt Electric, 1863 W. Alexander Ave., West Valley City. Cost is \$20. Register at [huntelectric.com/training.htm](http://huntelectric.com/training.htm).

• April 11: **Annual**

**Governor’s Utah Economic Summit.** Event will feature keynote presentations and panel discussions in multiple tracks about strategic opportunities and challenges facing businesses. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$140 before March 1, \$200 thereafter. Details are at [www.utahsummit.com](http://www.utahsummit.com).

• April 11, 3-4:30 p.m., repeating May 23, July 18, Oct. 17 and Nov. 7: **“Distributed Antenna Systems: Bring Your Facility Up to Full Connectivity and Full Code Compliance,”** presented by Hunt Electric. Instructor will be Darrin Guevara, ITS/communication division manager. Location for all events is Hunt Electric, 1863 W. Alexander Ave., West Valley City. Cost is \$20. Register at [huntelectric.com/training.htm](http://huntelectric.com/training.htm).

• May 10: **Utah Hispanic Chamber of Commerce’s Annual Convention and Expo.** Tentative program includes workshop on business expansion, workshop on marketing, a student track, women’s leadership breakfast, business expo, leadership luncheon, Quixote Business Awards and after-hours social. Location is the Utah Cultural Celebration Center, 1355 W. 3100 j29

S., West Valley City. Cost is \$40 for chamber members, \$50 for nonmembers. Details are at [uhc-convention.com](http://uhc-convention.com).

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## INITIATIVE

from page 11

collected by state and local governments.

Yet U.S. manufacturers are challenged as never before. They are on the front lines of the most intense global competition in history, when it is virtually impossible to raise prices. Yet, costs do rise and companies are faced with how to continue to compete in a competitive manner.

Manufacturing plays a significant role in our national economy, accounting for 11.7 percent of U.S. GDP. At the state level, manufacturers make equally significant contributions, 11.9 percent of the GSP in Utah. Employing nearly 10 percent of the workforce. Total output from manufacturing has been rising for the past several years and it was \$13.2 billion in 2009. In addition, the industry employs approximately 115,000 workers and creates an additional 300,000 related jobs in the state. The industry boasts an average monthly wage of \$3,962. Manufacturing compensation is just over 57 percent higher than other nonfarm employers in the state and second only to the mining industry.

Utah's manufacturing industry comprises the largest payroll in the state. The largest concentration of manufacturers, in descending order, operate in Salt Lake, Utah, Weber, Davis, Cache and Box Elder counties. In fact, Box Elder County boasts 41 percent of its employment in manufacturing.

Typically, larger economic multipliers are associated with manufacturing than most other industries because of the variety of allied businesses providing raw materials, services and other manufactured inputs to the manufacturing process. In fact, for

every \$1 in manufactured goods there is generated an additional \$1.37 worth of additional economic activity — more than any other economic sector.

Manufacturing has been hit hard by the recession and the rate of turnover is unacceptable. While better than most states, Utah can gain more stable and living wage jobs within the manufacturing industry than any other segment by focusing on this key industry:

The Utah Manufacturers Association recognizes this. It is a discussion that has been had internally for some time. In an effort to develop an initiative dedicated to increasing the manufacturing industry in the state, we went to other interested stakeholders to develop a proposal. UMA is in the process of developing this Utah Manufacturing Initiative. With your indulgence, I would like to explain the fundamentals of this initiative.

**The initiative will have the following objectives:**

- Produce actual results in terms of increased jobs and economic growth in this sector as measured by jobs, wages, new business starts, expansions and net profit increases.

- Develop ownership and agreement from industry leaders and government to address the most critical needs to achieve growth including policy, resources, regulation and trained workforce.

- Make the case for how important Utah manufacturing really is to the Utah economy.

**Methods for accomplishing the initiative:**

- Partner with key stakeholder groups: i.e., Utah Manufacturers Association, Governor's Office of Economic Development, Salt Lake Community

College, Utah College of Applied Technology, Department of Workforce Services, and the Utah System of Higher Education.

- Mobilize key industry leaders for the development of a steering committee and future implementation. Key leaders will come from partners as well as a potential mixture of the following segments of the industry.

- Food Manufacturing
- Natural Products
- Wood Products
- Energy Products Manufacturing
- Chemical Manufacturing
- Plastics and Rubber Products
- Primary Metal Products
- Non-metallic Mineral Product Manufacturing
- Fabricated Metal Products Manufacturing
- Machinery Manufacturing
- Computer and Electronic Product Manufacturing
- Transportation Equipment Manufacturing
- Medical Device Manufacturing
- Sports and Outdoor Equipment Manufacturing
- Pharmaceuticals Manufacturing
- Nutraceuticals Manufacturing
- Foundries

- Gather data from numerous sources, e.g., Manufacturers Extension Partnership, interviews and surveys, focus groups, labor and economic statistics.

- Establish industry agreement on strategy and priorities.

- Translate strategy into actionable initiatives with detailed implementation plans including timetables.

- Measure progress and outcomes with focused project management and reporting.

- Build political support with communications and engagement of leaders in governor's office and the legislature.

- Establish continuous improvement mechanism through UMA.

**Manufacturing Initiative Guiding Principles:**

- Industry-led initiative with key leader engagement.

- Listen to and address actual needs, e.g., raise public awareness across the state, assure skill availability, address regulatory issues, assure availability of resources to meet demands.

- Return on investment for time and money spent.

- Develop concrete strategy and disciplined project management to assure implementation.

- Measure and account for results rather than deliver another report.

In summation, this process of evaluating current conditions, obstacles and roadblocks for expanding manufacturing is just in the very initial stages.

While we don't currently have an accurate list of obstacles, impediments or challenges we may face as we embark on this initiative, moving forward with the stakeholder process will certainly afford us the opportunity to gain a firm grasp on such obstacles in time to potentially draft legislation to address such issues.

In closing, Utah's manufacturing industry exists to provide the products needed for daily life in today's modern world. Your quality of life is dependent on manufacturing. Efforts to expand this segment of the economy, we believe to be a great goal.

## Sustainability looks both inside and outside the walls of a manufacturing plant

By Paul Olsen

Manufacturing has benefitted from many implementations of continuous improvement. Quality circles, theory of constraint, six sigma and lean manufacturing are but a few of the concepts and tools that have helped companies improve quality, increase output efficiently and lower costs. The ultimate goal is to be competitive in a global marketplace, and to return a profit to stakeholders, be it a private or public company.

Another approach to continuous improvement considers the sustainability of a company's practices as it relates to materials, process and post-process, including delivery to the end customer. So, what do we mean by sustainability? The EPA says:

"Sustainability is based on a simple principle: Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic and other requirements of present and future generations."

A number of companies with Utah manufacturing operations have made sustainability part of their corporate identity. Some examples are:

**Varian Medical Systems, Salt Lake City**

"Seeking to create long-term shareholder value by implementing environmentally sustainable business practices, Varian also seeks to minimize environmental

impact by incorporating pollution prevention and resource conservation principles in all its operations."<sup>1</sup>

**Lifetime, Clearfield**

"Lifetime continues to demonstrate that the use of ingenuity and creativity with environmental sustainability in mind can deliver consistent financial windfalls. Divisions throughout the entire company contribute to these efforts showing that every little bit makes a very big difference ..."

**CSM Global, Ogden**

"Doing business in a sustainable way is embedded in our long term strategy. Sustainability is driven in CSM through leadership commitment and a strategic approach. It is based on understanding the most relevant sustainability issues for our business and our stakeholders and balancing the elements of People, Planet and Profit ... For us, implementing sustainability means embedding it in our organization, setting and working towards our objectives, and engaging with partners over our entire value chain."

The common thread among the example company statements is a top-to-bottom sustainable culture, demonstration that pursuing sustainable practices is financially profitable, and that corporations have a responsibility towards natural resources management and the waste streams created by is operations.

Taken together with other continuous improvement efforts initiated by a company, sustainability is a look both inside

and outside the physical walls of a company plant. It considers materials from suppliers and their practices, transportation factors, energy demands and consumption, landfill use, air and noise pollution and safe use and handling of chemicals. The "Three-R" mantra common to sustainable practices is "Reduce, Reuse and Recycle." To these I suggest a fourth, which in order of importance is first: "Refuse." If we can refuse in the first place to accept certain kinds of materials, or refuse inefficient shipment practices, or refuse to send anything to the landfill that can be reused or recycled, then we are a step closer to a sustainable culture.

How do we get there? Ideally, a company as a whole realizes sustainability must be one of the pillars of its success. From there, a study of current state practices can be made, identifying and measuring wastes streams including energy use, water use, landfill volume and costs, regulatory costs, etc. Frame these in relation to costs to the company (profits), effects on workers and the community (people) and impact on the planet (natural resources, environment). Then decide upon the measures and practices to take to commit to a sustainable business strategy. And perhaps, most importantly, empower workers at all levels to contribute, to be involved, to improve.

Some of this will require knowledge of best practices; training may be desirable. Teamwork will be a key. Recognition of our impact on those around us, and on the planet, must be accepted; we cannot throw

a pebble into water without creating ripples. One recent participant of training offered by MEP Utah and now certified by the Society of Manufacturing Engineers as a green manufacturing specialist put it this way: "Wow — talk about an eye opener! ... I will never view my work and home environment the same again."

Each of us must see our work and home environment balanced against sustainability.

Paul Olsen handles public relations and business development for the Utah Manufacturing Extension Partnership.

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# • Industry Briefs •

## ACCOUNTING

• **Rocky Mountain Advisory LLC**, a Salt Lake City forensic accounting firm, has named **Matt Connors** as a shareholder. Connors helped create Rocky Mountain Advisory in March 2010 and has worked closely with its shareholders since 2002. As an equity owner, he will continue to lead the firm's business and intellectual property valuation practice. Connors is a CPA and holds an MBA.

## ASSOCIATIONS

• **MountainWest Capital Network** has chosen **Todd Pedersen**, founder and CEO of **Vivint**, as its **2013 Entrepreneur of the Year**. Pedersen will accept the award Feb. 21. Pedersen founded APX Alarm in Utah County 1999. It later became Vivint, one of the largest home security and automation companies in North America. As CEO he was instrumental in obtaining credit agreements with Goldman Sachs in 2006 and 2009 to facilitate ongoing growth. This set the stage for a \$2 billion acquisition by The Blackstone Group in late 2012.

## BANKING

• **America First Credit Union** has distributed \$17,500 through its **Community Assistance Program (CAP)** to seven organizations that help the hungry, homeless and survivors of domestic and child abuse. Each of seven entities received \$2,500 from the credit union's annual fund, which receives donations from members and employees throughout the year. The groups receiving financial assistance are the northern Utah's St. Anne's Shelter, Catholic Community Services, the SHARE food bank, Christmas Box International, and Your Community Connection. In Salt Lake City, the Cathedral of the Madeleine and the Assistance League received funding. Outside of Utah, Safe Nest in Las Vegas, Nev., was supported by America First's CAP.

• **Zions Bank** has promoted **Cory Gardiner** to manager of its Women's Financial Group, the region's first specialty banking center for women. Gardiner joined Zions Bank in 2004 as an Ogden branch manager. She moved to the Women's Financial Group in 2010 as a vice president and garnered recognition as the bank's top Small Business Administration loan lender in 2011.

• Ten companies from Utah were named the "**Zions Bank 'Speaking on Business' Top Businesses for 2012.**" They were honored by Zions Bank President

and CEO Scott Anderson at a luncheon Feb. 7 in Salt Lake City. The honorees were Armor Active, Sandy; Dowdle Folk Art, Lindon; EK Ekcessories, Logan; JDH Group, Ogden; Les Olson Co., Salt Lake City; OpsGear, North Salt Lake; Profire Energy, Lindon; RAM Co., St. George; SME Steel, West Jordan; and Stein Eriksen Lodge, Park City. Since its launch in 1997, the "Speaking on Business" radio program has highlighted some 4,000 diverse businesses throughout Utah and Idaho. The program airs weekdays on KSL 102.7 FM at 7:25 a.m., 11:47 a.m. and 5:25 p.m. along the Wasatch Front.

## COMMUNICATIONS

• **TriTel Networks Inc.**, a Murray-based provider of unified communications and technology management services, has launched a **Bring Your Own Device (BYOD) management service**. TriTel helps organizations scan a device to make sure it's not bringing with it security risks, and establish proper security measures for access control levels, including the separation of employees from guests. TriTel can identify which devices are using the lion's share of an organization's bandwidth, and make infrastructure changes to accommodate the changing needs of the BYOD user.

## CONSTRUCTION

• California-based **Psomas**, a consulting engineering firm, has appointed **Travis Perry** as associate in the company's Salt Lake City office. With 13 years of experience in the civil engineering industry, Perry's areas of expertise include site design, watershed management, storm drain design, land development, project management and development reviews. His recent project experience includes site design and project coordination with UTA, UDOT and various municipalities.

• **Spectrum Engineers**, Salt Lake City, has been awarded

**LEED Gold certification for its headquarters office**. The certification is established by the U.S. Green Building Council and verified by the Green Building Certification Institute. LEED is the nation's preeminent program for the design, construction and operation of high performance green buildings. Spectrum Engineers achieved LEED certification for energy use, lighting, water and material use as well as incorporating a variety of other sustainable strategies.

• **Bob Reed** of **Cameron Construction** has been appointed chairman of the board of governors for the **South Salt Lake City Chamber of Commerce**. He will serve for one year. Reed currently works as the business development representative for Cameron Construction, a commercial contractor celebrating 40 years in business.

• **Jackson & LeRoy Remodeling**, Salt Lake City, has been recognized on a national scale as one of "America's Top Remodelers" for 2012 by **Professional Remodeler magazine** and is the only company in Utah to be selected.

## EDUCATION/TRAINING

• **InsideOut Development**, a South Jordan professional services firm specializing in individual and organizational performance improvement, has been named a **Top 20 Leadership Training Company** by **TrainingIndustry.com**. This is the second consecutive year InsideOut has been recognized in the Top 20. TrainingIndustry.com compiles its list through extensive research, interactions with companies around the world, and thorough analysis of the capabilities, experience and expertise of hundreds of learning organizations.

• The **Utah Board of Regents** has approved the Utah System of Higher Education's **first Homeland Security and Emergency Management associate of applied science**

**(A.A.S.) degree at Salt Lake Community College**. The degree was developed in partnership with the Department of Homeland Security, Transportation Security Administration, the Unified Police Department of Greater Salt Lake, various medical institutions and other regional agencies and employers. Students will be able to complete the program in four semesters. Resident tuition and fees are projected to be approximately \$6,100 to complete the program. Salt Lake Community and Utah Valley University (UVU) have a full articulation agreement, so that students can transfer their classes and A.A.S. degree to UVU to pursue a bachelor of science in emergency services administration.

• **The Living Planet Aquarium**, Sandy, announced that 2012 marked the **record for highest attendance** since opening its doors in 2004, with 457,619 visits. This is an increase of 14 percent from the previous 392,135 record in 2010. This not only marks the highest annual attendance in The Living Planet's history but it is also the highest annual percentage increase among all aquariums in the United States. General admission attendance includes school visits, birthday parties and special event rentals.

## FINANCE

• **David Hoopes** recently joined **CBIZ MHM LLC** and **Mayer Hoffman McCann P.C.** in Salt Lake City as managing director at CBIZ MHM LLC and a shareholder of Mayer Hoffman McCann P.C. Hoopes brings more than 25 years of experience to CBIZ and MHM. He has served as an expert witness in many large broker/dealer financial institution disputes. Hoopes has also provided specialized accounting and consulting services to multinational corporations, privately held companies and partnerships. In addition, he has served as a lead advisor on several significant SEC filings.

## GOVERNMENT

• The **Utah Department of Commerce's Office of Property Rights Ombudsman (OPRO)** has launched a **website designed to help the public access information**. The site, [www.propertyrights.utah.gov](http://www.propertyrights.utah.gov), now offers a searchable database of the OPRO's Advisory Opinions by topic or keyword, a "Find the Law" section where property rights laws can be searched by topic, and a layout designed to be accessible by phone or mobile device. The OPRO was created by the Utah Legislature to protect the property

rights of citizens when state and local government condemns or regulates private land. Its mission is to educate the public and government agencies about private property rights and land use laws, advocate for fairness and compliance with state and local laws and ordinances, and assist individuals and government agencies in resolving property disputes fairly in accordance with existing law.

## INTERNATIONAL

• **Harvey Scott** has been appointed director of the **International Trade and Diplomacy Office** within the Governor's Office of Economic Development (GOED). Scott has been the office's regional director of the Americas since June 2012, a role he will continue. He has 11 years of experience working internationally; has lived in England, China, Japan, Australia, Senegal, Uruguay and Canada; and has worked in dozens of other countries. Scott spent most of his career at Rolls-Royce Plc, where he worked in supply chain management, corporate development and mergers and acquisitions. He also spent a year on a U.K. trade and investment assignment with the British Foreign Office at the British Embassy in Tokyo, Japan.

## LAW

• **Fabian, Attorneys at Law**, Salt Lake City, was recognized in the 2013 edition of **Benchmark Litigation** as among the highest-ranked law firms in Utah. In addition, "Local Litigation Star" recognition was awarded to **Kevin N. Anderson** for general commercial litigation and energy and environmental litigation and **P. Bruce Badger** for construction and real estate litigation while **Jason W. Hardin** received recognition as a "Future Star." In addition, **Mark H. Anderson** and **Neil R. Sabin**, formerly with Nielsen & Senior P.C. have joined the firm's Salt Lake City office. Anderson, a shareholder in Fabian, has over 35 years of experience in a practice centering on local districts and special service districts. He is general counsel for the Utah Association of Special Districts and represents a number of local districts. Sabin has joined Fabian as "of counsel." He has more than 40 years of experience in corporate, estate planning, real estate and securities law. His corporate experience includes formation of business entities, negotiating and writing contracts, mergers and acquisitions and representing start-up companies. Also, **Sara M. Montoya** has joined the firm

*continued on next page*



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as an associate. Montoya comes to Fabian at the start of her legal career and is embarking on a practice focusing on litigation. Prior to joining Fabian she clerked at the U.S. Attorney's Office, the University of Utah Office of General Counsel and a private firm.

• **Prince Yeates & Geldzahler** attorney and president **John Chindlund** has been selected as a "2013 Top Rated Lawyer in Labor & Employment" by the **American Lawyer Media** and **Martindale-Hubbe**. Chindlund practices labor and employment law, representing employers in all issues pertaining to the employer-employee relationship. He handles matters involving the National Labor Relations Board, the Equal Employment Opportunity Commission, the United States Department of Labor, the Occupational Safety and Health Administration and the Utah Anti-Discrimination and Labor division.

• Shareholders at **Parsons Behle & Latimer**, Salt Lake City, have elected **Raymond J. Etcheverry**, **Hal J. Pos**, **Laura S. Scott**, **Michael R. Kealy** (Reno office) and **Michael P. Petrogeorge** to the 2013 board of directors. Etcheverry will continue serving as chairman of the board, president and CEO. Pos continues as vice-chairman, vice president and treasurer. Scott and Kealy continue as vice presidents. Petrogeorge continues as vice president and secretary.

• **Jones Waldo** has added **Jess Griffiths** and **Allison Griffiths** to its Park City office. Both will be joining the firm's Healthcare Law Practice Group, with Jess Griffiths as the leader of

the group. Jess Griffiths has more than 20 years of experience and represents healthcare, technology and other clients with complex and strategic issues including start-ups, strategic partnering and negotiations, compliance, brand and rights protections and business-threatening litigation. Jess Griffiths owned a boutique healthcare and intellectual property law firm in Hawaii for 15 years prior to relocating to Park City. Allison Griffiths brings a decade of experience advising clients on a variety of regulatory health care matters. She also assists clients in asserting and resolving medical liens, and with drafting health care contracts, benefit guides and summaries, notices and agreements.

### NATURAL RESOURCES

• **Questar Corp.**, Salt Lake City, has made three executive promotions in two of its subsidiaries. **Barrie L. McKay** has been promoted to vice president of state regulatory affairs for Questar Gas. McKay has been serving as the utility's general manager of regulatory affairs and energy efficien-

cy. He is responsible for managing regulatory activities and energy-conservation programs in Utah and Wyoming. Prior to joining Questar Gas in 1993, he worked 10 years in the electric industry for Utah Power/PacifiCorp. Two Wexpro Co. managers have also been promoted. **Brady Rasmussen**, formerly general manager of accounting, has been promoted to vice president of administration for Questar's natural gas development and production arm. Rasmussen has been with the company for 18 years in various accounting, supervisory and management positions. **Justin C. Woody** has been promoted to Wexpro's vice president of engineering and geoscience, after managing those functions for Wexpro for the past two years. Woody came to Wexpro from EOG Resources in 2007, and has held several engineering and management positions with Wexpro.

### REAL ESTATE

• The Landing, an iconic apartment building formerly named the Charleston Apartments near the University of Utah, has been sold. The 12-story building, constructed in 1950, is located on the corner of 500 South and 1300 East in Salt Lake City and consists of 129 units. The property was sold by 1300 East BRE LLC and purchased by **University Communities** of Denver, Colo., which specializes in apartment complexes near universities for student housing. Kip Paul of Commerce Real Estate Solutions and Renaldo Hunt of RH Brokerage represented the buyer and seller. Paul said the new owners have significant renovations planned for the property moving forward.

### RESTAURANTS

• **The Knot**, operator of [www.theknot.com](http://www.theknot.com), an online wedding resource, has named **Log Haven Restaurant**, Salt Lake City as the **Best Ceremony and Reception site in Utah**. The list of winners is derived from ratings and reviews from recent brides. Log Haven, winner of *Salt Lake* magazine's "Best Romantic Restaurant," Zagat-listed for Top Romance and winner of multiple "Most Romantic" and "Best Place to Take a Date" awards from Best of Utah and *City Weekly*, has long been considered a premier destination for romantic dining and is a favorite for proposals, engagement parties and weddings.

### RETAIL

• **Gordmans Inc.**, a Nebraska-based apparel and home décor retailer, continues its rapid growth across the country with the **opening of two additional stores**

in Utah. The new 50,000 square foot stores, located in American Fork and Midvale, will open March 14. The retailer entered the Utah market in March 2012. With the opening of these new stores, Gordmans will operate five stores in the state.

• **Q Clothing** a women's clothing and accessories boutique at 215 E. Broadway in Salt Lake City, is under the **new ownership** and management of Kellie Michaelis and Amy Leininger. They plan on carrying a handful of each piece so their customers can be assured there will not be 10 people with the same outfit. Michaelis is also a jewelry designer who has sold her pieces at several boutiques in Salt Lake, Park City and Sun Valley. Leininger has a business degree from Westminster College as well as background in the retail and customer service industry.

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## Are you passive, aggressive or assertive? Only one way wins

The answer is “assertive.” It’s the best strategy for engaging, establishing control, proving value, creating a buying atmosphere and forging a relationship.

I define assertiveness as a state of mind and a state of preparation *prior* to implementation in a sales call.

Caution: This writing assumes (a bad thought process in sales) you have both read and mastered last week’s part one. You must read, understand and put those concepts into practice before part two can take shape.

The two remaining parts of assertiveness are:

1. The sales presentation itself.
2. The follow-up to the sales call.

Interesting that the sales call, the actual presentation, does not require the same amount of assertiveness as the sales follow-up. It’s way more difficult to re-engage a prospect and chase down a decision.

However, if you’re a great salesperson, an assertive salesperson, follow-up may not be necessary because you have asserted your way to the sale during the presentation.

**The presentation:** When you get in front of a prospective customer, it is imperative that you look impressive and sound impressive. You know the old saying, “You never have a second chance to make a first impression.” You must start in a positive position in order to create a positive outcome.

Assertiveness begins with your eye contact, smile and handshake. These actions establish you in the mind of the prospect as a person who is both self-assured and happy.

You take a relaxed seat. You accept anything that is offered to you in the way of water or coffee. You put yourself in the lean-forward position. Any tools or equipment you need to make your presentation are in front of you and ready to go. And you immediately begin by discussing anything other than your business and their business.

You begin the business of making friends. You begin the business of creating mutual smiles. You begin talking about them in a way that lets them know you’ve done your preparation and your homework. At any moment you can begin to discuss their needs, however you prefer to discuss their family or their personal interests first.

The segue from rapport-building to business discussion requires an assertive thought process. There’s no formula, but there is a feeling. The salesperson’s responsibility is to feel when it’s right to move forward, and then have the assertive courage to do it.

Assertive presentations start with questions, offer unchallengeable proof in the middle and end with a customer commitment that you have earned.

Beware and be aware: Whoever you’re calling on wants to know what’s new and what the trends are in *their* business. If you are able to deliver those during your presentation, I guarantee you’ll develop a value-based relationship, and have the full attention of the buyer.

*Harnessing the power of “assertive” in a sales presentation:* The assertive presentation challenges you, the salesperson, to bring forth a combination of your knowledge as it relates

to their needs as well as a durability to connect both verbally and nonverbally with the person or the group you’re addressing.

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

At some point you have to complete the transaction. This means either asking for the sale (an OK part of the assertive process), or using some secondary means to confirm the sale (like scheduling delivery or installation).

Commitment to the order is where the rubber meets the road. If you get the order, it means you’ve done an assertively great job. If you don’t get it, it means you have to lapse into assertive follow-up mode. Here’s how ...

**The follow up:** Assertive follow-up will become permissible if asked for, and agreed upon, in advance.

Here’s how: “Mr. Jones, what’s the best way for me to stay in touch with you?” “What’s your preferred method of communication?” “Is there anyone else I should ‘cc’ in our communications?” “May I send you an occasional text?”

These are permission-based questions that tell you where you are in the relationship. If you get a cell phone number and you’re permitted to send an occasional text, it means your relationship has reached a solid position.

Where’s the value? If I ask for a “follow-up” appointment, I’ll no doubt get some vague runaround. But if I offer to come back with some valuable information about his or her business or job function, I’m certain to be granted that appointment.

The dialogue might go something like this, “Mr. Jones, I visit 30 or 40 businesses a month. During those visits I don’t just sell, I observe. Each month I list two or three ‘best practices.’ In my follow-up with you, I’ll need five minutes to share those practices each month. Is that fair enough?”

Heck yes! That’s fair enough. Your offer to help the customer with his or her business, and his or her job function, will not just endear you, it will also create the basis of a solid relationship. A value-based relationship. One where assertiveness is actually acceptable.

The ultimate goal beyond a sale is a trusted relationship with your customer. The path to secure that relationship begins with mastering the principles of assertiveness and then putting them into practice.

The byproduct is more sales.

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

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## Steady growth in 2013

Now that the U.S. has enjoyed three years of uninterrupted — though slow — economic growth, it’s a good time to look at the economy and see what the current assessment means for Utah businesses. Reading economic indicators is a part of looking to the future, but perhaps there is more to it than just reading the graphs. It would do well to consider scenarios and look for ways to read the signs with open minds and a willingness to act.

Utah’s economic recovery has been under way and at the end of 2012, employment for the year was up 3.3 percent, an increase in 40,000 jobs after 26 consecutive months in job gains. In Utah, average annual pay is up 2 percent in inflation-adjusted dollars. New auto and truck sales were up 17 percent and single-family home construction was up over 30 percent. Some are still pessimistic about national unemployment rates, which are declining only slowly, but other economic factors prove that jobs are on the way.

On Friday, Feb. 1, for the first time since October 2007, the Dow closed above 14,000. This five-year high followed a 5 percent gain in January, the best start to a year since 1997. Analysts say the data shows that the economy’s recovery is still on track, though growth is slow.

This has been the weakest rebound since World War II. Economic growth has averaged less than 2.25 percent since the recovery began and is estimated to have slowed to 1 percent. Some economists point to budget problems as an impediment to fast growth, but some of the deficit is just the natural result of a weak economy. Though the steps to decreasing the deficit seem to be a drag on the economy, steady growth is the ticket to a stronger economy.

This is the good news: the growing economy will eventually be stronger than pre-recession. Some of the wealth that seemed to be prevalent before the recession was propped up by easy credit and runaway spending. The growth following this recession is real, with credit-card debt down 16.5 percent since its peak before the recession. This means that households can increase their spending as the economy is improving. Reports show some of this is already happening: imports and exports growing and home prices are increasing.

Even though the government reported disappointing results in the last quarter of 2012 — the U.S. trade deficit widened

— many note that there is a good side. The pickup in imports and exports show strength in the economy as momentum rises. Not only is the economy built on cycles of recessions and booms, but there are smaller cycles within. Demand rises and I am hopeful that manufacturing rates will increase to catch up.

In Utah, residential construction activity is still down, but beginning to increase. Real-estate sales of existing homes have pretty much recovered, and nonresidential construction activity is not far behind. It is expected that by 2015, the value of permit authorized non-residential construction will be back to its historic average. It will take a few more years of solid employment growth for commercial vacancy rates to make it back down to the 2007 levels.

With economic indicator levels coming up from a very low base, the increases that have happened are significant.

2013 is expected to bring the following:

**Employment:** Utah’s rate is lower than the national average, but the stronger payroll gains and average annual pay indicate that an increase in jobs will continue.

**Housing:** Economic forecasters say an improved housing market will be a main driver of economic growth in 2013, despite the prediction that there will be other areas to slow overall economic growth.

**Banking:** Banking continues to consolidate, with the number of banks reduced but most still have money to lend. Many banks have loosened standards to so that increased credit will power both business and consumer spending.

And since attitude drives behavior, enhanced economic growth soon follows. Employers will believe they can hire, invest and expand, the unemployment rate will decrease, households will reestablish income through employment and households will have more money to put back into the economy. It will happen when media headlines report the positive signs and people believe that the recovery is real and work to be a part of it.

Richard Gray is a senior vice president for Bank of American Fork, which is an Equal Housing Lender and Member FDIC. Gray is the branch manager at the bank’s Murray branch, SBA loan department manager and commercial loan department manager.



Jeffrey Gitomer



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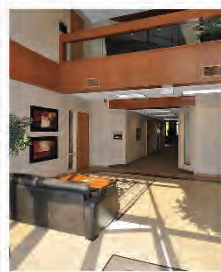
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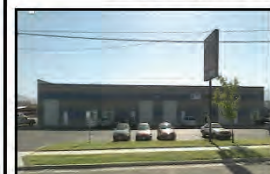
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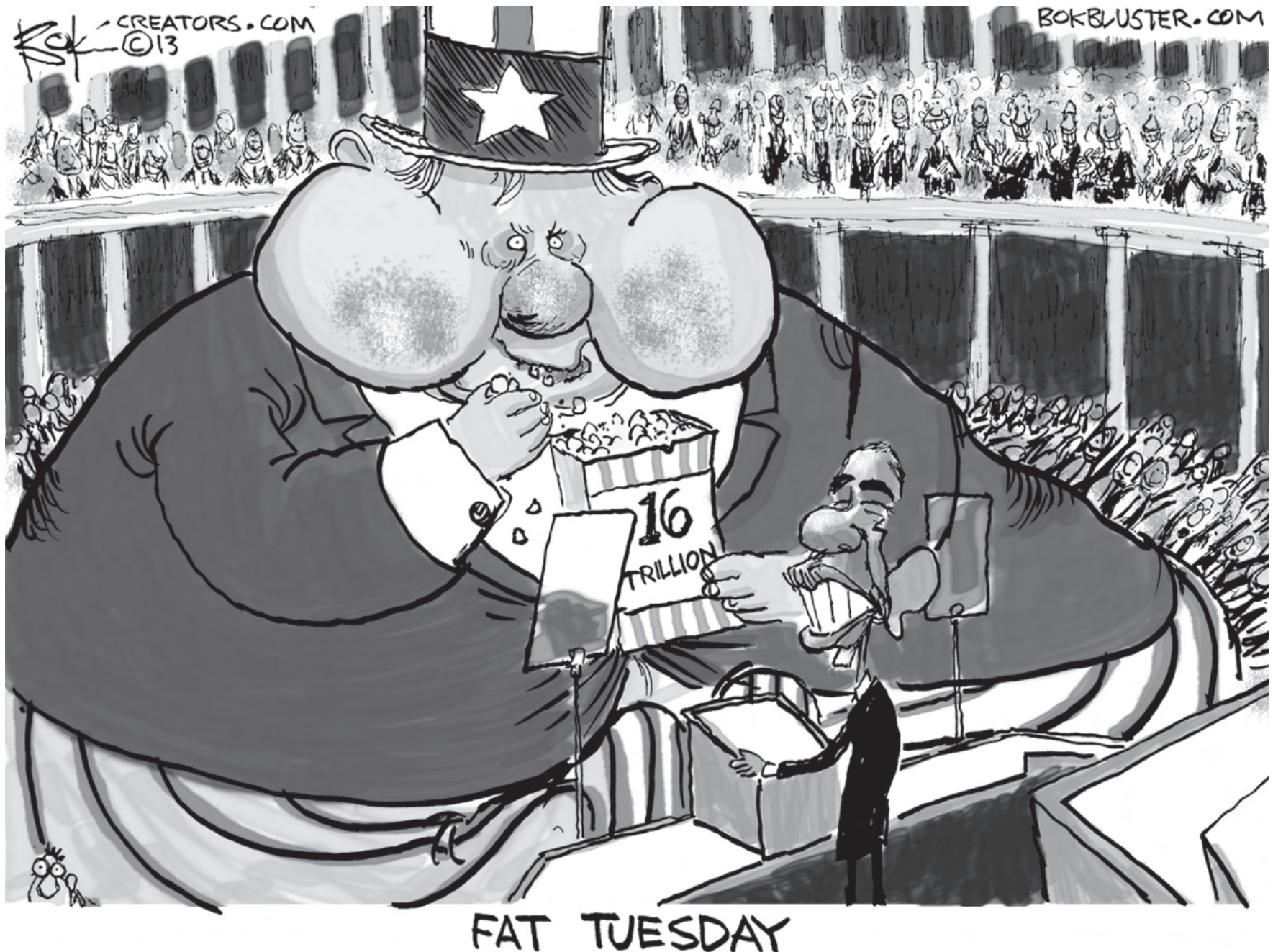


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## Success of Family and Medical Leave Act should humble Far Right

When Bill Clinton signed the Family and Medical Leave Act on Feb. 5, 1993 — almost exactly 20 years ago — as the first legislative act of his presidency, its establishment as law marked a progressive victory after nearly a decade of ferocious opposition by corporate lobbyists, Republican legislators, conservative media and right-wing pundits.

Leading the opposition was the U.S. Chamber of Commerce, whose spokeswoman Virginia Lamp denounced the act as “a dangerous precedent.” (She would eventually marry Supreme Court Justice Clarence Thomas and move on to employment with the Koch brothers.) With the honorable exception of the Catholic Church and a number of moderate Republicans in Congress, the self-proclaimed “pro-family” forces in American political life eagerly aided and abetted the Chamber’s attempt to kill the act. Mandating a federal right to unpaid leave, even if restricted to certain workers in larger businesses, would place the nation on a slippery path toward European socialism, or worse, according to the Chamber and its Republican allies, and impose

untold damage on business.

But now we know, as with so many other warnings from the far right about the supposedly ruinous consequences of social progress, how the actual results have differed from those predictions. And with two decades of experience, it is clear that the difference has been dramatic.

Put simply, the act’s protections have proved vital for millions of families across the country, whether in times of joy or hardship. Debra Ness, the president of the National Partnership for

Women and Families, which drafted the original bill and assembled the victorious coalition that supported it, estimates that the law has been used over 100 million times “by women who needed medical care during difficult pregnancies, fathers who took time to care for children fighting cancer, adult sons and daughters caring for frail parents, and workers taking time to recover from their own serious illnesses.” The latest Department of Labor survey of employees and employers indicates that up to 14 million employees took leave in 2011.

Released earlier this month

week to coincide with the act’s anniversary, that study not only demonstrates how vital it is to American families but how beneficial it has been for the national workforce and economy. Indeed, rather than imposing an insufferable burden on business, the act has enhanced productivity and profit as well as protecting children, the ill and the elderly.

According to the DOL study — which was subcontracted to Abt Associates, one of the country’s oldest and most respected private consulting firms — most employers have not found compliance particularly burdensome. Only 1 percent of the covered worksites told Abt that they had “great difficulty” in administering leave and 14 percent reported “some difficulty.” Fewer than 10 percent of worksites reported any negative effects on productivity, morale, absenteeism, turnover or “business profitability.” Some larger worksites had more problems, but overall, the vast majority reported that the act had posed no serious issues.

Most impressively, for every worksite that reported a negative impact on productivity, there were nearly three that said the impact has been positive; and for every worksite that reported a negative

impact on profitability, there were nearly five that said the impact has been positive.

Encouraging as those statistics may be, they highlight a less encouraging fact — namely that America remains far behind other advanced industrial nations in the social benefits and protections provided to its working families. The United States is the only country in the Organization for Economic Cooperation and Development that lacks a national paid parental leave policy.

In a global study conducted by researchers at Harvard and McGill universities, the results revealed that all advanced countries and many developing nations — 169 out of 173 studied — offer guaranteed leave with income to women following childbirth; and 98 of these countries offer 14 or more weeks of paid leave. (The three other nations offering no paid leave whatsoever were Liberia, Papua New Guinea and Swaziland.) The researchers found 66 countries that provide fathers with either paid paternity leave or a right to paid parental leave, with 31 countries offering 14 or more weeks of paid leave.

Aside from important chang-

es providing leave to military families, initially left without coverage under the act, Congress has made no significant improvements in expanding coverage to workplaces with fewer than 50 employees — or in extending any protection to the growing millions of temporary and part-time workers who remain without any coverage.

The national experience over the years since Clinton put down his signing pen offers two clear lessons for Americans. First, we still have far to go in providing real support for families and children, especially when compared with similar countries; and second, we need not believe the warnings of economic doom that emanate from the right over any attempt to improve those conditions, such as Obamacare. All the hot air emitted in opposition to the Family and Medical Leave Act has long since evaporated, and all the hotheads who opposed it have long since moved on to new obsessions. But nobody should forget how wrong they were — and who really stood up for family values.

Joe Conason is editor in chief of [nationalmemo.com](http://nationalmemo.com).

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Joe Conason

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## Random notes on the passing scene

I can't get excited by the question of whether Sen. Robert Menendez had sex with a prostitute in Central America. It is her word against his — and when it comes to a prostitute's word against a politician's word, that is too close to call.

If an American citizen went off to join Hitler's army during World War II, would there have been any question that this alone would make it legal to kill him?

Why then is there an uproar about killing an American citizen who has joined terrorist organizations that are at war against the United States today?

Of all the things said during the gun control controversy, one of the most disquieting has been the emphasis on "mental health." If that ends up letting the guesses of shrinks put more murderers back on the street, the public can be in even greater danger after such a

"reform."

However emotionally similar envy and resentment may seem, their consequences are often very different. Envy may spur some people to efforts to lift themselves up, while resentment is more likely to spur efforts to tear others down.

New York's Mayor Bloomberg wants to restrict the use of painkillers in hospitals. Is there any subject on which this man does not consider himself an expert? There are, after all, doctors treating individual patients who currently decide how much pain-killer to use.

One of the talking points in favor of confirming Chuck Hagel as Secretary of Defense is that he was a wounded combat veteran. How does that qualify anyone to run the whole military establishment? Benedict Arnold was a wounded combat veteran!

In the modern welfare state,

a vote becomes a license to take what others create — and these others include generations yet unborn.

Some people seem to think that glib and shallow political correctness becomes Deep Stuff when it comes from a TV commentator with a foreign accent.

Can anyone explain why, when someone dies, most of what he has saved up over a lifetime should be turned over to politicians, rather than to his heirs?

The front page of the February issue of *Townhall* magazine says: "It's Messaging — not principles — that's hurting the GOP with Minority Voters." Neglecting to make their message clear hurts Republicans with all voters, but especially minority voters.

Why do so many judges' views of criminals seem to be the opposite of policemen's view? It could be that judges see criminals when they are on their best behavior, while the police see them at their worst. But I believe it is

because judges have usually spent more time in educational institutions than policemen, and have picked up more politically correct nonsense as a result.

With all the discussion about gun control, I have not heard anybody on any side of this issue mention how many lives are saved by guns every year — which are far more than are lost in even the mass shootings that get so much media attention. But most of the media never mention the lives saved by guns.

Does anyone think that Iran and North Korea would be as threatening as they are if Ronald Reagan were president? I don't think it was a coincidence that the Iranians freed their American hostages just hours before Reagan took the oath of office.

People who are forever ready to charge others with "greed" never apply that word to the government. But, if you think the government is never greedy, check

out what the government does under the escheat laws and eminent domain.

The latest antitrust farce is the Justice Department's lawsuit to prevent the makers of Budweiser from buying up Corona beer. Even if this sale goes through, more than half of all the beer in the country will still be made by more than 2,700 other brewers, large and small.

I don't know how many Hispanic votes the Republicans think they are going to pick up by going soft on illegal immigration. But it may not be enough to offset the votes they lose from their existing supporters, not counting the future voters added for the Democrats as a result of legalizing existing illegals and attracting more illegals in the future.

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

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Thomas Sowell

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Artists of Ballet West in Sir Frederick Ashton's *Cinderella*. Photo by Erik Ostling

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