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Construction crews work on a bridge replacement at 3300 South in Salt Lake City. The Utah Department of Transportation's privatization activities — having companies compete for construction contracts — was recently lauded as an example of how privatization of government activities can be beneficial to Utah taxpayers. Photo courtesy of UDOT.

Representative: privatization is key to improved services

Brice Wallace

The Enterprise

A state representative is working on legislation designed to increase privatization in state government agencies.

Rep. Kay Christofferson, R-Lehi, told the Government Operations Interim Committee that he is seeking input from agencies, private enterprise, committee members and the public on the matter. Christofferson said he believes adding competition can improve services.

"I think this will solve two things: I think it will help bring more accountability, more efficiency and, maybe a third thing, hopefully more customer satisfaction," he told the committee at its July meeting.

Christofferson said private companies must be innovative and provide a quality service at a cost that's affordable or they will go out of business. Unlike government, they can't simply raise revenues.

"Let's make these services competitive, if we can," he said.

He acknowledged that in some agencies, privatization is not appropriate. In some, it could be a hybrid, with the agency overseeing the private companies' work. He cited as an example the Utah Department of Transportation, which contracts out construction services and much of its engineer-

ing and design services.

Currently, agencies are hesitant to move toward privatization because of potential job cuts. They would much rather cut services, he said.

"When you contract out a lot of services, you don't have to worry about HR issues, you don't have to worry about employees — having to terminate them or to worry

see PRIVATIZATION pg. 12

Aereo coming to Utah

John M. Rogers

The Enterprise

Online TV streaming service Aereo is coming to Utah. The service is set to launch statewide on Aug. 19, just ahead of its September debut in Chicago. More than 2.8 million Utahns will have access to Aereo's innovative antenna/DVR technology to record and watch live television online. Utah service will be statewide as opposed to the localized service as with previous rollouts.

Aereo's announcement of its Utah plans follows its expansion earlier this summer to the Boston and Atlanta metropolitan areas. The Chicago startup is set for Sept. 13.

"We're excited to be launching our technology in Utah, or what is fast becoming known as the Sil-

icon Slopes," said Aereo CEO and founder Chet Kanofia. "Utahns are connected, tech-savvy and interested in innovations that can add value to their lives. When it comes to how you watch television, Aereo's technology will bring more choice and flexibility to Utahns across the state, whether you live in Salt Lake City, St. George or Ogden. We believe consumers want and deserve a bet-



see A pg. 6

Gas prices culprit again as CPI inches upward

Prices in northern Utah took a 0.6 percent jump from May to June, according to the Zions Bank Wasatch Front Consumer Price Index (CPI). Over the last 12 months, prices have increased in Utah by 1.6 percent on a non-seasonally adjusted basis.

By comparison, prices across the U.S. have increased at a rate of 1.8 percent year-over-year, with a 0.2 percent increase from May to June, as reported by the Bureau of Labor Statistics. Rising transportation costs along with an increase in the cost of water drove inflation across the Wasatch Front this month.

Transportation costs — up 2.7 percent month-over-month — were again pushed higher by rising gasoline prices. Utahns paid approximately 4 percent, or 13 cents, more for a gallon of gasoline on average in the month of June than they did in the month of May. This trend contrasts what has taken place across the country; average gasoline prices fell about 20 cents last month as U.S. gasoline inventories swelled to their highest levels since 1992 due to increased domestic production. By the end of June, Utah had

see CPI pg. 6



Transaction gives Z Capital controlling interest in Neways

Chicago-based Z Capital Partners has acquired the minority ownership stake of Neways Enterprises from funds associated with S.A.C. Capital Advisors. As a result of this transaction, Z Capital is now the majority controlling shareholder of Neways, based in Springfield.

"We are excited to complete this acquisition and become the majority shareholder of Neways," said James J. Zenni, president and CEO of Z Capital. "Since Robert Conlee was appointed as CEO, Neways has improved global operations and is successfully executing a new member led Direct to Consumer strategy."

"This is an exciting transac-

tion for all of us at Neways," said Conlee. "Z Capital has been a dedicated partner since their initial investment in the company. Z Capital is a seasoned financial sponsor committed to the company's vision and long-term growth. With Z Capital's support, we are building and executing comprehensive growth plans for each of our global markets, while continuing to deliver the best possible products and business opportunities for our distributor community."

Founded in 1987, Neways manufactures personal care, household and health & wellness products and operates in 30 countries.

Nu Skin grows China footprint

Nu Skin Enterprises Inc. has received notification from China's Ministry of Commerce of its approval to commence direct selling activities in five additional provinces and 30 districts. The provinces include Anhui, Gansu, Chongqing, Shaanxi and Yunnan. This marks the sixth time that the ministry has granted Nu Skin new direct selling licenses. Nu Skin's direct selling footprint will now include 19 of the country's 32 provinces and municipalities.

"We are pleased that China's government has granted us authorization to expand our direct selling activities into additional provinces and districts," said Truman Hunt, president and

chief executive officer. "We believe the government's approval of our application is a reflection of our significant investment in China over the past several years, our commitment to enhancing the lives of China's consumers."

"We continue to build for the long-term potential of this important market and these new licenses allow us to further expand our direct selling coverage. Additionally, in an effort to better support our sales force and consumers in China, we are accelerating our infrastructure plans, including tripling the number of stores and sales support centers by 2015," concluded Hunt.

Proposal would reduce tax on inputs

Brice Wallace
The Enterprise

A state senator is considering legislation that would gradually reduce taxes on inputs to manufacturing.

Sen. Stuart Reid, R-Ogden, said during the July meeting of the legislature's Economic Development Task Force that the proposal "would lower the input tax on manufacturing over time, reduce it over time."

Reid's comments came during a meeting in which manufacturing representatives, a tax attorney and a representative of the Utah Taxpayers Association said that cutting taxes on materials used in the manufacturing process could eventually lead to higher state tax revenues, a stronger manufacturing sector, more jobs and an overall boosted economy.

"The policy for the legislature has long been, in many of the business industries, to look at how we tax outputs from production, not inputs to production, but our current system still does a little bit of that," said Todd Bingham, president of the Utah Manufacturers Association (UMA).

Utah manufacturers currently have sales tax exemptions for machinery, equipment and repair or replacement parts used in manufacturing if they have a useful life of three years or more. Speakers at the meeting spoke in favor of exempting all business inputs and eliminating the three-year compo-

nent.

What could that mean for businesses? Rob Despain, vice president of business development at Petersen Inc., a fabrication, manufacturing and machining services company based in Farr West, said his company recently has averaged \$130,000 a month on input taxes. That makes it difficult for the company to compete in a global marketplace, he said.

Mark Buchi, a tax attorney with Holland & Hart LLP, described for the committee how exemption laws had changed over the years, from applying to "new and expanding" manufacturing equipment to replacement parts to replacement equipment and then adding the three-year-life component. Those exemptions have sometimes been key when companies have decided whether or not to place operations in Utah.

But Buchi noted that consumables — different from machinery and equipment — are not subject to exemptions. "That really becomes a situation where you're having some haves and have-nots," he said. "You're giving traditional, hard-equipment-type manufacturers the break, and then there are other types of manufacturers that are heavy into consumables rather than equipment, and so you're not giving them the break, and so you're not incentivizing them to come."

The Tax Review Commission a few years ago studied exempting all business inputs, working on the theory that sales taxes should be imposed when the products are consumed rather than during various stages of production or development. Buchi described the latter approach as "tax pyramiding."

"One general tenant of good tax policy is you don't tax-pyramid," he said. "You don't tax something that becomes something and then tax it again and sometimes tax it again so that the final consumer ends up paying that sales tax on two or three issues of sales tax below. ... But our

system's full of that kind of situation."

Sen. Howard Stephenson, R-Draper, said that under the current system, the state taxes a company's profits, taxes the wages of its employees and taxes the final sale of its products. "To tax things that are going into the process is similar to taxing a farmer's seed corn," he said. "That means he can plant 7 percent less and therefore have a 7 percent smaller yield."

Exemptions for all business inputs would eliminate tax pyramids, broaden the sales tax base and decrease the tax rate, Buchi said. That decrease would be very attractive to manufacturers thinking about moving to Utah, he said. And if new businesses move in, Utah would benefit from a multiplier effect — for example, with new hires paying income taxes and buying products and services in the state — thereby more than compensating for the initial loss of tax revenue.

But lawmakers have been skittish to make that move to full exemptions for all business inputs.

"I think that people are still nervous: 'Is it really true? Do we really make more money by doing this?'" Buchi said. "I think the evidence is overwhelming, in every study that's been done by us and other states, it does. It generates more money for you, and more jobs and so forth. In my view, we ought to do it. We've just got to be brave enough. ..."

Royce Van Tassell, vice president of the Utah Taxpayers Association, said new University of Indiana research on tax impacts on manufacturing indicates that a 1 percent increase in the tax rate on capital purchases reduces long-term employment in manufacturing by 4 percent. "Now, that's a huge impact," he said.

Van Tassell added that Utah's three-year life-span component may have been prompted by political reasons but "the economic case for it is weak, at best."

Lehi office center under way

Salt Lake City-based Perry & Associates has broken ground on Traverse Ridge Center I.

The project is a 70,000-square-foot, Class A office building and the first phase of a 22-acre, mixed-use office campus. Located at the intersection of Triumph Boulevard and SR-92 in Lehi, the new building will be highly visible from Interstate 15 and prominent crown signage is available.

"The location of this development is ideal," said Eric Smith, first vice president at CBRE, who will represent the development.

"Triumph Boulevard will become an important east/west connector as development in Lehi continues to increase. There is also a future TRAX stop planned just north of the site."

The location offers direct connectivity to the area's existing trails system. Abundant retail and restaurant amenities nearby include the Outlets at Traverse Mountain, Cabela's, and the shops at Thanksgiving Point.

Traverse Ridge I is expected to be completed by April, 2014.

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BidSync adds national co-op, Jersey City to client base

BidSync, the American Fork-based provider of cloud-based procurement products for the public sector, has added two major clients to its growing customer base. Purchasing Solutions Alliance (PSA), a national cooperative purchasing program, has selected BidSync as the preferred vendor of e-procurement services for its members. Also, Jersey City, New Jersey's second-largest city, will use BidSync Source software to reduce acquisition expenses and procurement cycle times while increasing operational efficiency across the board.

"BidSync demonstrates superiority with a proven track re-

cord of commitment in providing high-quality, easy-to-use and competitively priced e-procurement solutions," said Michael Lucas, program manager of PSA. "The PSA/BidSync contract is an excellent opportunity for our cooperative of government, education and nonprofit organizations to improve their procurement processes, achieve more efficiency each day, and appreciate savings on their purchases and return on investments for the future."

"Public agencies are continuously looking for ways to achieve greater transparency for their constituents," said Sabrina Stover, CEO of BidSync. "Government

agencies, like Jersey City, are finding solutions in the cloud with our sourcing products, which are specifically designed to help reduce costs and improve efficiencies by streamlining every step of the procurement process."

BidSync Source will enable Jersey City employees to automate the creation, tabulation and evaluation of all types of bids quickly

and easily, and it will put comprehensive reporting capabilities right at their fingertips. Moreover, the BidSync solution will provide access to BidSync's marketplace of more than 700,000 vendors and will greatly simplify vendor registrations for the city. This cloud-based solution inherently allows for increased competition, which significantly drives down costs.

Norwood tabbed as SEO.com prez

Salt Lake City-based SEO.com has named Boyd Norwood as its new president.

Norwood came to the company as a director of search engine marketing in September of 2010 and worked with several teams and hundreds of clients until he was promoted to VP of Client Services. He has worked in the industry for nearly 10 years, and before coming to the company he founded and served as COO of ioVentures.



Boyd Norwood

"These are exciting times for our industry," Norwood said. "We have a great team here that is always working hard, and I look forward to continue working with everyone in this new position."

"We're really excited about the fresh perspective and long experience that Boyd brings to the

table," said Albert Mitchell, Director of SEO at SEO.com. "Our focus has always been on our clients, and Boyd has a deep understanding how we will need to serve them to continue to thrive in such a competitive industry."

Founded in 2007, SEO.com's primary specialties include enterprise SEO, small business SEO, social media, search engine marketing, content marketing, conversion optimization and web development.

AmericanWest opens newest branch in south Davis County

AmericanWest Bank has opened its newest branch in southern Davis County

"We've been looking at the Bountiful area for some time because expansion north of Salt Lake City was a natural step for us," said Scott A. Kisting, chairman and CEO, AmericanWest Bank. "We are already serving clients in this area from our Walker Center branch in Salt Lake City. Adding Bountiful enables us to provide better service, as well as attract new business to the bank."

Located at 1290 S. 500 W. in Woods Cross, the 2,850-square-foot building was previously vacant and required minimal internal and external tenant improvements.

The Bountiful team is led by a highly-experienced trio of bankers: Steve Beyers is the branch manager, Erich Sontag is the commercial banking regional manager and David Halford is the commercial banking relationship manager.



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Divino debuts remodeled dealership

Tony Divino Toyota-Scion has unveiled its newly remodeled dealership in Riverdale. Mike Reding, vice president of sales at Toyota Motor Sales, U.S.A., Inc., presented owner Tony Divino and his team with a Katana Samurai sword, a longstanding Toyota tradition, in honor of the expanded facility.

"Tony Divino Toyota-Scion has been an anchor in the Riverdale community for decades, thanks to the many customers who have trusted the dealership with their business because of its commitment to customer satisfaction far after the car leaves the lot," said Chris Schultz, regional

manager at Toyota Motor Sales, U.S.A., Inc. "Tony and his team are strong partners in the Toyota franchise, and we like to recognize this relationship and customer service commitment by presenting his team with a Katana sword, a symbol of strength, quality and integrity."

The expanded 75,898-square-foot facility now has the necessary capacity it needs to better meet demand and provide guests with a more comfortable, welcoming environment according to company officials. More than \$8 million was invested in the exterior and interior remodel, adding more than 23,000 square feet. The new build-

ing features extra service bays, a larger parts department, a service drive and customer waiting area double its previous size, remodeled showrooms and sales areas and a new sales training and general meeting room. The remodeled building also incorporates a new façade and portal consistent with other Toyota dealerships.

The three-phase, one-and-a-half-year remodel, completed by Ogden-based R&O Construction, creates approximately 10 additional jobs for the local community.

Tony Divino Toyota-Scion was purchased from Toyota of Ogden in 1988, and moved to the Riverdale location in 1992.

Miller picks YESCO for arena display

Miller Sports Properties recently announced YESCO Electronics, a division of Salt Lake City's Young Electric Sign Co., will manufacture and install state-of-the-art video displays for EnergySolutions Arena. Installation is scheduled for completion in time for the 2013-14 Jazz basketball season.

The video package consists of 37 displays, including a new center court high definition video display system, upper deck corner boards with video and statistics, and two LED fascia rings. Digital signage will also be featured on the inside portals of the arena and on the floor behind the baskets in padded portable units. The showpiece of

the new video screen package is the center-hung feature with four 16:9 HD video displays in a 6 mm pitch.

"We are pleased to bring a new visual experience to our live sports and entertainment events with the high-definition imagery of the new video board system," said Steve Miller, president of Miller Sports Properties. "The fan experience at EnergySolutions Arena will change significantly, showcasing the world's best basketball players in a dynamic and entertaining game-time presentation as well as providing enhanced visuals and sound for concerts, family shows, dirt shows and more."

The advanced technology features of the new video system will consist of more than 9,900 square feet of displays and 33 million individual LEDs. The primary center-hung video displays are each the size of 52 80-inch television screens stacked together. The fascia display is 1,680 feet in length and forms two complete rings that circle the arena.

"This is truly a special project," said Chris Olinger, director of live events for YESCO. "It represents a huge commitment by the Jazz to provide the best fan experience in the NBA. These will be the most technologically advanced video displays in the league."

Magazine ranks Utah third for best business climate

Business Facilities, a national publication focused on site selection and economic development, has released the results of its Ninth Annual Rankings Report. According to BF editor in chief Jack Rogers, several states — including Texas, Louisiana, North Dakota, Washington and Utah — received a shout-out for their overall performance in the magazine's 2013 state rankings.

Utah, a traditional front-runner in BF's state rankings in recent years, was the number three state for Best Business Climate and number four in Economic Growth Potential. The Beehive State also achieved top 10 finishes in Best Infrastructure, Employment Leaders, Best Business Tax Climate, Data Center Leaders, Credit Quality, Natural Gas Production Leaders and Lowest Industrial Electricity Rates.

"With its growing population, a skilled workforce and an economic gardening strategy planting seeds for bushels of new jobs, Utah will be a force to be reckoned with for years," Rogers said.

Business Facilities, published by American Business Media, an association of business information providers.

Midvale hotel nears completion

Staybridge Suites Hotel, just west of I-15 in Midvale, is nearing completion and expects to be open for guests in mid-September. Under construction since January, the hotel is part of the View 72 redevelopment area in close proximity to FL Smidth, Winco Foods, IHC Supply Chain Center, and convenient to many other corporate offices. The hotel is also adjacent to the Bingham Junction Trax station providing easy access to downtown Salt Lake.

Staybridge Suites, part of the Intercontinental Hotel Group, is an upscale, extended stay hotel.

The general manager for the Staybridge is John Dwyer. He has opened and managed several of the Utah Hospitality Hotels. He most recently has moved from managing the Staybridge in West Valley. Dwyer said, "I am excited that this project is getting closer to completion and will be ready for our guests to experience."

Susan Green is director of sales for the Staybridge and has

worked in the hospitality industry for the past 15 years, "I am excited to open this beautiful hotel and be back in the area to reconnect with former colleagues, with the opportunity to meet new ones," said Green.

Staybridge Suites Midvale is managed by Utah Hospitality LLC. Utah Hospitality operates five additional hotels in the Salt Lake City market: Holiday Inn Express West Valley, Royal Garden Inn, and Comfort Inn Downtown in Salt Lake City, and both the West Valley City Holiday Inn Express & Suites and Staybridge Suites. Utah Hospitality has been actively developing Intercontinental Hotel Group branded hotels in Salt Lake City for many years.

"Our company through this hotel has invested millions of dollars. It is a sign of our commitment to the area and optimism for the future of Midvale and the surrounding communities," said Rich Rosa, vice president of operations for Utah Hospitality.



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Here are the rest of the personal powers you need to possess to be successful

Last week I talked about the power of sales success and gave you the first ten personal powers you need to possess in order to have all of the sales success you desire. As a professional salesperson, you want more selling power and this two-part article reveals the sources.

Let me share with you the remaining powers you do possess and how you might be able to use them and take advantage of them to build sales, build relationships, build referrals, earn testimonials, and achieve the sales success that you are striving for...

11. The power of relatable example. Please don't tell me how the product works. Rather, tell me how someone else is using it and winning right now as a result of it.

12. The power of truth. It's sad I have to write about this. The elusiveness of truth has caused more business deals and more relationships to be lost to lack of truth than to lowest bid. Truth starts with you.

13. The power of trust. Trust is built slowly over time by taking consistent, value-based actions. Trust is lost in a minute by taking inappropriate actions, telling untruths, or failure to deliver as promised.

14. The power of service. The power of service is realized through actions, not advertisements. There is no power in telling me how great your service is, there is power in delivering it, and there is HUGE power in having your customers talk about it, *brag about it*, on social media.

15. The power of a relationship. Real relationships mean there is no bidding involved and no proposals involved in earning a sale. Relationships are based on mutual value provided, mutual loyalty exchanged, truth, and trust. Take a moment right now and list the 10 customers that fall into this category. If there are less than 10 your power isn't close to what it could be.

16. The power of loyalty. I define loyal customers two ways: will a customer do business with me again and will they refer someone to me? Many customers may never be satisfied, but they continue to do business with you. That's loyalty. Repeat business

and unsolicited referrals are the report card that everything else in the relationship is excellent.

Keep in mind that loyal customers are also your most profitable customers.

17. The power of reputation and social brand. Social media presence is no longer an option. And the most powerful part of it is the fact that your

customers can interact with you one-on-one. They have access to your Facebook page. They can tweet about you with a hashtag. They can post a video about how great you are on YouTube. Social media can make you a fortune or cost you a fortune. It all depends on the way you respond and the speed of your response.

18. The power of proof. When you make statements or claims about yourself, it's bragging. When your customers say the SAME THING about you, it's proof. Proof is a reputation builder, proof is a sales tool, and proof reinforces the belief of everyone in your company that you are who you say you are, and you do what you say you'll do.

19. The power and joy of rejection. It's amazing what you can learn when someone says no to you. Much more than when someone says yes. In both cases you need to understand why the yes or the no occurred. Celebrate the no. It will help you understand why and ultimately get to more yeses. The power of rejection, and learning from it, is the foundation for your resilience and your success.

20. The power, joy, and celebration of victory. YES attitude! When you're in sales, nothing feels better than making one. The power comes one minute after the celebration. That's when you start making the next one. Most salespeople stop after one. Big mistake. Your assertiveness is in high gear, your belief system is in higher gear, and your attitude, your YES Attitude!, is in highest gear. Once you learn that the best time to make a sale is right after you have just made a sale, you're on the path to doubling your sales.

20.5 The power of opportunity. The most important realization in sales and selling is the one you give to yourself. You do not have a job. You have an opportunity.

An opportunity to earn while you're learning. An opportunity to earn based on your results. And an opportunity to grow without limits. If you look at your present position as an opportunity, then all barriers and all negatives will fall by the wayside as you challenge yourself to be your best regardless of your circumstance, regardless of your boss, regardless of the marketplace, and regardless of any obstacle that is in your way. I challenge you to take full advantage of your opportunity.

NOTE WELL: These powers do not act alone. Rather, they act in harmony with one another. One power will not put you over the top. It's important to know them all and it is equally important to execute them all at their highest level.

Many of you are probably frantically searching for the first part of this article that appeared last week. Your search is over. Go to www.gitomer.com and enter the word POWER in the GitBit box.

Jeffrey Gitomer is the author of twelve best-selling books including The Sales Bible and The Little Red Book of Selling. His forthcoming book, 21.5 Unbreakable Laws of Selling, will be available September 3.

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Ally Bank exceeds \$40 billion in retail deposits

Ally Bank, the direct banking subsidiary of Ally Financial Inc., has announced it has crossed the \$40 billion threshold in deposits from retail customers. The milestone comes on the heels of a 32 percent year-over-year increase in retail deposits in the first quarter of this year, the highest quarterly growth in four years.

The bank now has 722,000 customers who hold more than 1.4 million accounts and grew its base by 100,000 customers, or 16 percent, in the first six months of 2013.

"This accomplishment represents a significant achievement for Ally Bank, and our steady growth is another testament to our customer-first approach to direct banking," said Barbara Yastine, chief executive officer and president of Ally Bank. "Our deposit base is built from customers who want competitive and flexible products, without having to sacrifice convenience and best-in-class customer service for their banking needs."

As a direct bank, Ally does not maintain physical branch locations, which makes it easier for the bank to offer competitive rates, low fees, compound daily interest, and 24/7 customer support, according to bank officials.

"Consumers are drawn to Ally Bank due to our innovative products and customer-friendly features; however, we understand that the service we provide our customers is essential to retaining their trust and loyalty," said Diane Morais, Ally deposits and line of business integration executive.

Boart sells E&I division

Boart Longyear Ltd. has announced the sale of its Environmental and Infrastructure (E&I) drilling services operations to Cascade Drilling L.P. of Woodinville, Wash.

Boart Longyear senior vice president of drilling services Alan Sides said, "I am very pleased to announce we have finalized the divestiture of the USA E&I operations. This will allow Boart Long-

year to focus on its core business, which is aligned with our long-term strategy."

Based in Salt Lake City, Boart Longyear is provider of drilling services, drilling equipment and performance tooling for mining and drilling companies globally. It also has a presence in aftermarket parts and service, energy, mine dewatering, oil sands exploration, and production drilling.

90% Ownership Interest in American Liberty Holdings, LLC



The United States Marshals Service (USMS) is selling a 90% ownership interest in American Liberty Holdings, LLC (675,000 shares), a Utah based American Liberty Insurance Company specializing in compensation insurance.

Further information provided at:

<http://www.usmarshals.gov/assets/2013/alh/index.html>

AEREO

from p. 1

ter television experience and our work is focused on delivering the best customer experience with the highest quality technology.”

Utahns who pre-register at Aereo.com will receive priority access to sign up. Aereo’s technology will be available to all consumers across all 29 counties on Aug. 19.

Aereo’s innovative remote (cloud-based) antenna/DVR technology makes watching television simple and user-friendly. Using Aereo’s technology, consumers can pause, rewind and fast-forward any program that they are watching live, or save a program for future viewing.

In Utah, consumers will be able to use Aereo’s unique antenna/DVR technology, to record and watch major networks such as KSTU-HD (FOX), KSL-DT

(NBC), KUTV-HD (CBS), KTVX-HD (ABC) and KUED-HD (PBS), as well as other over-the-air special interest and foreign language channels, including BYU-TV, AntennaTV, ION, Qubo, Estrella TV and others. In addition, consumers will also have the ability to add Bloomberg Television.

Aereo membership costs begins at \$8 per month, for access to Aereo and 20 hours of DVR storage. For an additional \$4, consumers can upgrade their subscription and receive 60 hours of DVR storage for a total of \$12 per month. Consumers who join Aereo will get their first of month of access for free.

Aereo’s technology works on “smart” devices from tablets to phones to laptop computers. Aereo is currently supported on iPad, iPhone, iPod Touch, Chrome, Internet Explorer 9, Firefox, Safari, Opera, AppleTV (via airplay) and Roku devices. Android support is expected later this summer.

CPI

from p. 1

the eighth highest gasoline prices in the country, according to AAA. Looking forward, gasoline prices in Utah will likely move closer to the national mean, giving consumers some relief at the pump. However, increased summertime demand, the approaching hurricane season, and increasing crude oil prices from foreign conflicts are likely to keep gasoline prices from substantially dropping.

Although increasing gasoline prices were the primary driver of higher transportation costs, airfare costs also jumped nearly 18 percent in June. In addition to the usual seasonal uptick in travel during the summer months, airlines are likely increasing prices in anticipation of a busier summer vacation period than has been observed over the past few years. According to the American Express Spending and Saving Tracker, 69 percent of adults in the United States have summer vacation plans this year, up from 59 percent last year.

These figures are consistent with a recovering economy and improving consumer attitudes both locally and nationally, driving increased consumer spending on non-essential items like summer travel.

Utility prices jumped 2.1 percent in June as utility companies began charging their more expensive summer rates for water. Though this rate increase is typical and expected, water is becoming increasingly scarce. In fact, this year’s hotter, drier summer than usual, coupled with extremely light snowmelt runoff, will push many reservoirs across the state below 50 percent capacity. To combat this drought, one local agency, the Weber Basin Water Conservancy District, approved an immediate 20 percent reduction to all wholesale irrigation water customers and has asked residents to voluntarily reduce watering their lawns by up to 20 percent as well.

In other categories, prices for food at home increased 0.3 percent due to an increase in the cost of citrus fruits, and prices for medical care rose 0.6 percent due to an increase in the cost of certain

routine office visits. Additionally, the prices for restaurant food (up 0.2 percent) and clothing (up 0.1 percent) increased 0.2 percent and 0.1 percent, respectively. Prices for housing, recreation, and education and communication categories each decreased by a modest 0.1 percent. Other goods and services remained largely unchanged from May to June.

“Increasing gasoline prices can be a major source of frustration for consumers, especially given their constant visibility,” said Scott Anderson, Zions Bank president and CEO. “But Utahns are resilient, and inflation is still below historic levels. So while prices at the pump are jumping, prices elsewhere have remained relatively stable, keeping Utah affordable and our cost of living low.”

Analysis and data collection for the Zions Bank CPI and the Zions Bank Consumer Attitude Index are provided by the Cicero Group. The Cicero Group is a market research firm based in Salt Lake City.

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Industry Briefs

ASSOCIATIONS

• **Steven D. Peterson**, a Ballard Spahr partner with more than 30 years of experience in resort and hospitality law, has been selected as a member of the board of directors of the **American Resort Development Association (ARDA)**.



Steven Peterson

Peterson has been a member of ARDA since 1980 and has served on its Federal Issues Committee and Audit Committee and as co-chairman of the Fractional and Private Residence Club Forum. He is currently chairman of ARDA's Ethics Committee. As a member of Ballard Spahr's Real Estate Department and Resort and Hotel Group, he focuses on resort development, timesharing, fractionals, private residence club and destination club creation and operation, condominiums, resort finance, resort-related commercial real estate transactions, planned community development, community associations, ski resorts, golf course development and zoning.

• The **Sandy Area Chamber of Commerce** has added two employees. **Donna Wilson** is the director of special committees, while **Jaymie Osborne** is director



Donna Wilson

of programs and events. Wilson has worked in the hospitality industry for more than 20 years, in both full service and limited service in sales, catering and special events. She studied Interpersonal and Human Communications at the University of Utah. She also has completed numerous sales classes and interpersonal development courses. Osborne will oversee numerous programs and events and also

serve on the chamber's Education Committee. Osborne most recently spend 12 years with the Larry H. Miller Group of Companies as marketing and events director, Internet director and most recently as the digital merchandising director. She graduated from the University of Utah with a Bachelor of Science in Sociology.



Jaymie Osborne

BANKING

• **U.S. Bank in Utah** has promoted **J.R. Feland** to district manager of its Salt Lake South retail banking team. Feland is responsible for overseeing the daily operations, risk and sales of nine branches in Salt Lake City and two branches in Utah County. He also manages more than 80 employees. Feland has been with U.S. Bank since 2006, most recently as a branch manager in Sandy and Midvale. Feland is a graduate of the University of Utah.

• **Mountain America Credit Union**, based in West Jordan, recently named number three in the **Power 100 Social Media Rankings for Credit Unions** for the second quarter of 2013. The rankings, which are generated by The Financial Brand, evaluate credit unions' social media presence on Facebook, Twitter and YouTube. According to the report, credit unions have the most social traction on Facebook, which is also the case for Mountain America, with just over 93,000 likes. That puts Mountain America behind only Navy Federal Credit Union and Thrivent in the number of Facebook likes.

CONSTRUCTION

• **Steel Encounters** has hired **Alex King**, P.E., for its Architectural Division. King was previously employed with Curtin

Wall Design and Consulting Inc. of Texas. He earned a Masters in Civil Engineering from the University of Texas at Arlington. With a background in building envelope systems forensic observation, he works closely with sales and engineering to provide technical analysis and performance recommendations for the design and engineering of interior and exterior cladding systems.

EDUCATION/TRAINING

• Salt Lake Community College Dean of the School of Business **Dennis Bromley** has been appointed president of Region 7 of the **Western Council of Business Schools and Programs for the Accreditation Council for Business Schools and Programs (ACBSP)**. The announcement was made at the Region 7 meeting on June 21, held during the 2013 ACBSP Annual Conference in Salt Lake City, and Bromley began his one-year term at the conclusion of the meeting. Bromley, along with President-Elect A. Lee Smith, will lead more than 1,045 individual ACBSP members located across the region. Region 7 consists of 136 colleges and universities in 12 states and two Canadian provinces. Bromley has been involved with ACBSP Region 7 for many years, most recently serving on the Host Committee for the 2013 ACBSP Annual Conference. He also has served as ACBSP Champion for SLCC and as a member of the ACBSP Global Business Education Committee.

LAW

• **Prince Yeates**, a Salt Lake City-based law firm, has hired **Jared Moss** as a shareholder. Moss will divide his time between the company's Salt Lake City office and its new office at 2 S. Main St., Heber. **Duane Moss**, the founder of Moss Law Offices, is now of counsel with Prince Yeates.

REAL ESTATE

• **Coldwell Banker Residential Brokerage** has hired **Michael S. Pratt** as a sales associate in its South Ogden office. In his new position, Pratt will specialize in residential sales in Weber and Davis counties.



Michael Pratt

Orior to joining Coldwell Banker Residential Brokerage, Pratt worked at Petersen Inc. as an NDT Specialist. His responsibilities included coordinating non-destructive

testing efforts and other quality control duties. Pratt recently completed a training program through Ogden/Weber Applied Technology College that emphasized the principles and techniques of real estate.



Robert Bolar

• The Coldwell Banker Residential Brokerage Ogden office has announced that **Robert Bolar** has been selected to serve on the **Northern Wasatch Association of Realtors** for three years. Bolar specializes in the sales and marketing of homes throughout North Ogden. Bolar's responsibilities include serving as director for Utah Real Estate MLS. Bolar has earned Accredited Buyer's Representative (ABR), Broker Price Opinion Resource (BPOR), Certified Residential Specialist (CRS), Graduate Realtor Institute (GRI), Internet Real Estate Professional and (e-PRO) designations.

RESTAURANTS

• **Bambara**, a Kimpton restaurant at 202 S. Main St., Salt Lake City, has announced it offers a **larger Sunday brunch**, with hours extended from 8 a.m. to 2 p.m. Prices are a la carte and range from \$2 to \$16. Reservations are recommended. Service in Bambara's bar, The Vault, will begin at 11:30 a.m. with the full brunch menu and Bambara's specialty drink menu. Alcoholic beverage service is also available in the restaurant starting at 11:30 a.m.

RETAIL

• **Stampin' Up**, a Riverton-based paper crafts company, recently combined with more than 5,800 demonstrators to **set a record** for the most greeting cards sent from a single location simultaneously. A total 2,984 were sent within a three-hour timed event during the company's annual convention. A representative from Guinness World Records verified the record.

SERVICES

• **DropShip Commerce**, an American Fork-based provider of distributed supply chain management solutions, has appointed **Scott Lemon** as vice president of technology. Lemon will oversee the company's software-as-a-service-based, on-demand platform to help retailers and manufactur-

ers use the virtual supply chain to be more responsive to consumer demand in the age of e-commerce. For the past 13 years, Lemon has provided Internet technology consulting and chief technology officer services to corporations and startups. He worked at Novell's corporate office for more than a decade in product management, systems architecture and research and development in a wide range of networking and identity management areas.

• **Synergy HomeCare**, a home care provider, has announced the **opening of a new location** in Layton. Synergy HomeCare of Northern Utah will serve people in Davis, Weber, Morgan, Box Elder and Cache counties. It provides companionship, help with activities of daily living and care for people with Alzheimer's, Parkinson's, arthritis, MS and other conditions. It also serves veterans in need of non-medical care.

• **AlphaGraphics Inc.**, a Salt Lake City-based print and marketing communications company, has promoted **Dave Buzza** to chief development officer and hired **Darin Hicks** as vice president of special projects. Buzza has been with the company since 2008, most recently serving as the vice president of global development. Prior to his experience with the AlphaGraphics, Buzza spent 10 years as a printing industry franchise owner. As chief development officer, Buzza will oversee franchise development, as well as the marketing, acquisition and new franchisee launch teams. He also will be responsible for developing and enhancing a sales culture across the network. Hicks brings extensive franchising experience with a focus on business operations, finance, sales, management and accounting. Before joining AlphaGraphics, Hicks served as the chief financial officer and chief operating officer with BaseCamp Franchising. As vice president of special projects at AlphaGraphics, Hicks will focus on continuing to implement the company's business strategy to move from a printer to a marketing communications partner. Specifically, he will have an operational focus on driving profitability and operational excellence for all centers in the AlphaGraphics network. In addition, Hicks will lead an effort in identifying and coordinating best practices, as well as streamline network purchasing.

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Calendar

• July 31-Aug. 3: **Outdoor Retailer Summer Market** tradeshow, a gathering of retailers, manufacturers, industry advocates and media in the outdoor recreation industry. Produced by Nielsen Expositions. Location is the Salt Palace Convention Center, Salt Lake City. Details are at www.outdoorretailer.com.

• July 31, 11:30 a.m.-1 p.m.: **"Grow your Business with Email and Social Media Marketing"** workshop, hosted by the Sandy Area Chamber of Commerce Business Resource Center. Presented by Zak Barron of Constant Contact. Location is Salt Lake Community College, Miller Free Enterprise Building, Room 223, 9750 S. 300 W., Sandy. Details are at (801) 566-0344 or sandychamber.com.

• Aug. 1: **Power Profits Blueprint Tour**, presented by Internet marketing strategist Kathleen Gage. The half-day event is designed for entrepreneurs, speakers, authors, coaches, consultants and creatives to learn to build a profitable business. Location is the Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Cost is \$47. Details are at <http://www.powerupforprofits.com/blueprinttour.htm>.

• Aug. 4, noon-4 p.m.: **Second annual "Taste of the Wasatch."** Event benefits the Utah Food Bank, Utahns Against Hunger and the Ogden Weber Community Action Partnership. Open to people age 21 and older. Event will feature more than 50 of Utah's top chefs, restaurants and bakers. Activities include live music, a silent auction and a live auction. Location is Solitude Mountain Resort. Cost is \$90 for general admission, \$125 for reserved (VIP) seating if purchased in advance. Tickets and details are at <http://tasteofthewasatch.org/>.

• Aug. 6, 8 a.m.-4:45 p.m.: **Success 2013 Business Seminar** presented by ChamberWest. Featured speakers include Rudy Giuliani, Steve Forbes and Larry King. Location is South Towne Exposition Center, 9575 S. State St., Sandy. Register by calling 1-800-332-7822.

• Aug. 7, 3:30-5:30 p.m.: **Deal Forum**, presented by the Wayne Brown Institute. Event teaches about the venture capital process and is an opportunity to meet members of the local angel and regional venture community. The forum will feature a number of companies and entrepreneurs who are seeking capital and who

present their pitches to local and regional angel investors and venture capitalists. Location is Zions Bank Founders Room, 1 S. Main St., Salt Lake City. Cost is \$10. Registration is at <http://dealforumaug7.eventbrite.com/>.

• Aug. 10-15: **Aspiring Authors Summit**. Attendees can learn from authors, publishers, editors and promoters the "how-to" of writing, publishing and self-publishing. Location is the Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Cost is \$24.97. Details are at <http://aspiringauthorssummit.eventbrite.com>.

• Aug. 14, 11 a.m.-2 p.m.: **Business Marketplace**, presented by the Sandy Area Chamber of Commerce. Event includes new member exhibits, prize giveaways and networking opportunities. Location is South Towne Expo Center, 9575 S. State St., Sandy. Free and open to the public, with no registration necessary.

• Aug. 14-15: **NAIOP 2013 Commercial Leasing CORE Course**. Designed to strengthen commercial real estate professional skills. Nine hours of Utah CORE Real Estate Continuing Education can be achieved by attending the entire course over

a two-day schedule. Location is the University of Utah, Spencer Fox Eccles Business Building, Room 5130. Cost is \$125 for NAIOP members, \$175 for non-members. Agenda, details and registration are available at bit.ly/NAIOP2013CORECourse.

• Aug. 15, 8-9 a.m.: "The Success of Trade Missions and Trade Shows: Get Ready, Get Abroad," a World Trade Association (WTA) breakfast with Lew Cramer, director of the World Trade Center Utah, and Franz Kolb, a regional director for international trade and diplomacy in the Governor's Office of Economic Development. Location is Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Cost is \$12 for WTA members, \$15 for nonmembers. RSVPs can be completed at wtaofutah@gmail.com by Aug. 12.

• Aug. 15, 5:30-7 p.m.: **13th Annual Women in Business Summer Social**, presented by the Salt Lake Chamber Business Women's Forum and Questar Corp. There will be hors d'oeuvres, a hosted bar and silent auction, networking and entertainment and vendor exhibits. Location is Upstairs at the Gallivan, 50 E. 200 S., Salt Lake City. Registration is

\$65. Event silent auction donations are being accepted, as well as sponsorships. Learn more at www.slchamber.com/summersocial.

• Aug. 16, 7:30 a.m.-noon: Fourth annual **Salt Lake Chamber Small Business Golf Tournament**. Followed by networking event, brunch and prize drawings at the home of chamber president and CEO Lane Beattie. Location of the nine-hole tournament is Lakeside Course, 1201 N. 1100 W., West Bountiful. Cost is \$45 for individual golfers, \$20 for brunch only. Details are at <http://www.slchamber.com/page/sandbox/view/smallbizgolf>.

• Aug. 22, 11:30 a.m.-1:30 p.m.: **"Is Venture Capital Important to Utah?"** Presentation by Mark Hessen, president of the National Venture Capital Association. Event is a joint luncheon of the Wayne Brown Institute, Utah Technology Council, MountainWest Capital Network and Utah Valley Entrepreneurial Forum. Location is the Garden Room, Thanksgiving Point, 3003 N. Thanksgiving Way, Lehi. Cost is \$45. Registration is available at eventbrite.com/r/ereg.

• Sept. 8-11: **2013 Material Handling & Logistics Conference**, sponsored by engi-



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Calendar

neering company Dematic. Conference is designed to educate participants on how to benchmark their own supply chain goals, quantify gaps and help them build their own actionable 100-day plan to start closing those gaps. Keynote speaker will be Jay Leno. Location is Grand Summit, Park City. Cost is \$700 (\$900 after Aug. 24). Details are available at www.mhlc.com or by contacting Cheryl Falk at cheryl.falk@dematic.com or (262) 860-6715.

• Sept. 10-12: **PERS (Personal Emergency Response System) Summit**, presented by alarm monitoring company AvantGuard, based in Ogden. Event will provide alarm dealers with the information and tools they need to successfully market and manage their PERS businesses. Keynote speakers will be Elizabeth Smart, an abduction survivor and strong supporter of alarm monitoring for homes; and Kristin Simmons, partner and customer experience architect at Lightswitch. Location is Deer Valley Resort, Park City. Registration is \$350 for AvantGuard dealers and \$450 for non-dealers and vendors. Registration is at perssummit.com.

• Sept. 12, 8 a.m.-4 p.m.: **"Utah's Manufacturing Future,"** a first-ever manufacturing summit sponsored by the Utah Manufacturing Association. Keynote speaker Jason Dorsey, "The Gen Y Guy," will discuss "Gen Y, Gen X, Boomers and Traditionalists All Sharing One Workplace — This Was Not Supposed to Happen." Location is Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Cost is \$100. Registration and details are at (801) 363-3885.

• Sept. 19-20: **Utah Business Sustainability Conference**, produced by P3 Utah and Net Impact Utah. Pre-conference Sept. 19 from 8:30 a.m.-4:30 p.m. Conference Sept. 20, 8 a.m.-6 p.m. Event includes industry discussions, workshops, networking opportunities and a reception. Keynote presentation will be by George Bandy, vice president for sustainability at Interface Carpet. Location is the Wasatch Retreat and Conference Center at the Episcopal Church Center of Utah (ECCU), 75 S. 200 E., Salt Lake City. Cost is \$175, with discounts for students. Details are at <https://eccu.wufoo.com/forms/3rd-annual-utah-business-sustainability-conference/>.

• Oct. 1-2: **APWA Fall Conference and Storm Water Expo**, presented by the Utah chapter of the American Public Works Association (APWA), the Utah Stormwater Advisory Committee (USWAC), the American Society of Civil Engineers (ASCE) and Utah City Engineers Association (UCEA). Event includes 50 exhibitors and 64 classes. Tracks include transportation, utilities, technology, safety and emergency management, storm water and construction, municipal storm water and operations and maintenance. Location is the South Towne Exposition Center, 9575 S. State St., Sandy. Details are available at utah.apwa.net.

• Oct. 11, 6 p.m.: **Utah Technology Council Hall of Fame Gala**, a black-tie event honoring accomplishments of the Utah technology industry. Networking reception begins at 6 p.m., following by 7 p.m. dinner and program. Keynote speaker will be Shantanu Narayen, president and CEO of Adobe Systems Inc. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Details are available at (801) 568-3500.

• Oct. 29-Nov. 5: **Salt Lake**

Chamber trip to Eastern Europe. Includes visits to Prague, Czech Republic; Vienna, Austria; and Budapest, Hungary. Cost is

\$2,799. Details are available by contacting Maria Nelson at (801) 328-5047 or mnelson@slchamber.com.

White tabbed to head AFC

Advanced Fluid Containment LLC has appointed Bruce H. White as its new president and chief executive officer.

White is a principal shareholder with the international law firm of Greenberg Traurig LLP.

"We are excited that Bruce has agreed to become AFC Tanks' CEO and after 25 years in Dallas will be moving back to Utah," said Garff Hubbard, one of AFC Tanks' owners. "Bruce brings a hands-on approach to developing a strong team that will accelerate growth and profitability, while enhancing and maintaining AFC Tank quality."

White has more than 25 years of industry experience counseling businesses in the oil, gas and other business sectors. While at

Greenberg, White represented oil and gas exploration and production companies; oilfield service companies; electricity production and distribution companies; commercial real estate investors; and boards of directors of a number of companies, including an oil pipeline company. His clients also included Mark Cuban in his bid to acquire the Texas Rangers and former heavyweight boxing champion George Forman in a contracts dispute.

White earned a Bachelor of Science degree from Utah State University in 1985 and a Juris Doctorate degree from Creighton University School of Law in 1989.

AFC Tanks manufactures products for the gas and oil industry and other industries, including but not limited to products such as oil production tanks, frac tanks, skidded tanks, shale bins, custom tanks and related services.



Bruce White

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Opinion

Basic secrets to becoming an office super-debater revealed

The thing I like best about my current gig as a quasi-journalist, is the built-in credibility. What we do in the newsroom is second only to rocket science in its mystique.

Although it doesn't take a lot to baffle an ad salesperson, the fact that we deal with words all day long leaves us in the enviable position of being able to shut down the opposition in just about any discussion.

What's our secret? How do we do it? At the risk of neutralizing said advantage, I offer a little coaching so you, too, can be virtually unbeatable at the water cooler.

DISCLAIMER: Before you attempt to put down the guys from marketing — or the know-it-all from accounting — practice these techniques under controlled circumstances. After all, I'm a highly-trained (and I might add, seasoned) journalistic professional. Don't try these tactics on folks generally known to hold concealed-carry permits or who are pseudo-intellectuals. Results may vary.

So, here are a few secrets that I've guarded religiously until this very day;

1. Use your own set of facts. Say you find yourself in the middle of a debate about



JOHN M. ROGERS

the levels of compensation at the local university. Your position is that anyone lower than an associate professor is grossly underpaid. Don't say, "I think the assistant book store manager is underpaid." Instead you should parry with, "The average assistant book store manager in 2012 dollars revised to the current localized tax base and annualized cost of living index adjustment makes \$24,987.35 per annum. That's \$1,456.50 below the mean gross poverty level."

Always use exact numbers.

It's much more impressive than the usual milquetoast "about \$25,000.00." If your opponent has the gall to ask where you got your figures, something like, "This information comes from the Governors Compendium of Dr. Hancock's University Compensation Study" should work nicely. Your response has to be delivered with the same tone of voice as if you were saying, "You left your glasses on the front counter." No room left for debate!

2. Mix in a weighty word or phrase. It matters little when you drop these in, so long as you do it with uncompromising conviction. My favorites include: let me put it this way, so to speak, in terms of, it goes without saying, vis-a-vis and per se. Use

them as you see fit — again after diligent practice. Here's an example: "Let me put it this way: University assistant librarians would like to buy more lattes, but in terms of caffeinated beverages, per se, it goes without saying that vis-a-vis other drinks, they just don't make enough money, so to speak."

3. Use Latin abbreviations with the same confidence. You know: i.e., e.g., ca., pro tem or QED. Nobody knows what they mean so only a fool would challenge you if you use them like you actually understand why you've thrown them in.

4. If case you find yourself in a sticky wicket, have a ready-made list of snappy comebacks ready in order to throw your adversary off his game. I use "don't compare apples to oranges" a lot, but you'll have to pick your favorite. You can choose from rejoinders such as "Now, you're just being defensive" or "You're going to have to define your parameters." How about the ever-popular "You're begging the question"?

Here's a couple of examples of proper comeback usage:

You say, "As former governor Cal Rampton said about librarian compensation in 2009...."

Your opponent: "Cal Rampton died in 2007."

Snappy comeback: "You're begging the question."

Or:

You say, "The last Utahn named assistant librarian was from Rupert."

Him: "Rupert is in Idaho."

Snappy comeback: "Why are you being so defensive?"

5. Compare your opponent to Bill Clinton. Use this one when you're in big trouble — when you know you're getting licked. Mr. Know-It-All has just zinged you with an obviously superior argument and anything you might say would seem uber-lame. Don't show any fear in your eyes as you calmly counter, "Boy, now you're sounding just like Bill Clinton."

There you have it. Now you know why journalists are such superior debaters. And since you now know my secrets, it's incumbent upon to to disclose your having read this column should we ever find ourselves on the opposite sides of an issue.

And if you feel that strongly about assistant librarian compensation, don't be surprised if you quit getting invited to parties.

John Rogers is the managing editor of The Enterprise. He would like to hear from you at john@slenterprise.com.

Consider these random thoughts from some wise people

Random thoughts from wise thinkers:

"We shall not grow wiser before we learn that much that we have done was very foolish." (F.A. Hayek)

"Many respectable writers agree that if a man reasonably believes that he is in immediate danger of death or grievous bodily harm from his assailant he may stand his ground and that if he kills him he has not exceeded the bounds of lawful self-defense. That has been the decision of this court." (Justice Oliver Wendell Holmes, Brown v. United States, 1921)

"Facts are stubborn things; and whatever may be our wishes, our inclinations, or the dictates of our passions, they cannot alter the state of facts and evidence." (John Adams)

"A human group transforms itself into a crowd when it suddenly responds to a suggestion rather than to reasoning, to an image rather than an idea, to an affirmation rather than to proof, to the repetition of a phrase rather than to arguments, to prestige rather than to competence." (Jean-Francois Revel)

"The first thing a man will do for his ideals is lie." (J.A. Schumpeter)

"Half the harm that is done in this world is due to people who want to feel important. They don't mean to do harm — but the harm does not interest them. Or they do not see it, or they justify it because they are absorbed in the endless struggle to think well of themselves." (T.S. Eliot)

"The study of human institutions is always a search for the most tolerable imperfections." (Richard A. Epstein)

"There is no safety for honest men, but

by believing all possible evil of evil men, and by acting with promptitude, decision, and steadiness on that belief." (Edmund Burke)

"We do not live in the past, but the past in us." (U.B. Phillips)

"It will be of little avail to the people, that the laws are made by men of their own choice, if the laws be so voluminous that they cannot be read, or so incoherent that they cannot be understood; if they be repealed or revised before they are promulgated, or undergo such incessant changes that no man, who knows what the law is today, can guess what it will be tomorrow." (James Madison)

"A society that puts equality — in the sense of equality of outcome — ahead of freedom will end up with neither equality nor freedom. The use of force to achieve equality will destroy freedom, and the force, introduced for good purposes, will end up in the hands of people who use it to promote their own interests." (Milton Friedman)

"...leniency toward criminals contrasted starkly with severity toward the law-abiding citizen's right to defend himself or herself." (Joyce Lee Malcolm)

"A government with all this mass of favours to give or to withhold, however free in name, wields a power of bribery scarcely surpassed by an avowed autocracy, rendering it master of the elections in almost any circumstances but those of rare and extraordinary public excitement." (John Stuart Mill)

"Criticism is easy; achievement is more difficult." (Winston Churchill)

"Everybody has asked the question ... 'What shall we do with the Negro?' I have had but one answer from the beginning. Do nothing with us! Your doing with us has already played the mischief with us. Do nothing with us!" (Frederick Douglass)

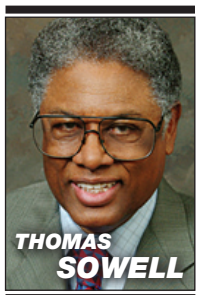
"The study of history is a powerful antidote to contemporary arrogance. It is humbling to discover how many of our glib assumptions, which seem to us novel and plausible, have been tested before, not once but many times and in innumerable guises; and discovered to be, at great human cost, wholly false." (Paul Johnson)

"It is difficult for men in high office to

avoid the malady of self-delusion. They are always surrounded by worshipers. They are constantly, and for the most part sincerely, assured of their greatness. They live in an artificial atmosphere of adulation and exaltation which sooner or later impairs their judgment. They are in grave danger of becoming careless and arrogant." (President Calvin Coolidge)

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THOMAS SOWELL



Opinion

Can China change its economic course?

Does authoritarian capitalism work? For the past few decades, the Chinese economy's meteoric rise, faster than any large economy in human history, has dazzled the world. It has made many wonder if China's model of a pro-growth dictatorship is the best path for developing countries. Some have questioned whether Western democracies — with their dysfunctions and paralysis — can compete with China's long-range planning. Now, as its growth slows to almost half its pace in 2007, the Chinese system faces its most significant test. The outcome will have huge economic consequences for the world and political consequences for China and its ruling Communist Party.

Over three decades, China's growth has averaged 10 percent a year. Beijing managed that because it systematically opened up its economy to trade and investment while investing massively in infrastructure to facilitate manufacturing and exports. Crucially, China had the ability not to pander to its people to gain votes or approval. Unlike most developing nations, China spends little subsidizing current consumption (fuel and food, for example). It spends its money on export-free zones, highways, rail systems and airports. It is investing in education and soon will turn to health care. No developing democracy has been able to ignore short-term political pressures and execute a disciplined growth strategy with such success.

But the model is no longer working that well. Partly, this is the product of success. China has become the world's second-largest economy; its per capita income is that of a middle-income country. It cannot grow at the pace it did when it was much poorer.

But growth has dropped faster and deeper than many had predicted. This month, the International Monetary Fund forecast China's annual growth to be around 7.75 percent for the next two years. But it could slow further because, the truth is, China's authoritarian system has made significant mistakes in recent years.

When the financial crisis hit in 2007 and growth began to drop from a giddy 14 percent, Beijing responded with a huge expansion of credit and a massive stimulus (as a percentage of gross domestic product, it was twice as large as the 2009 American Recovery and Reinvestment Act). These two forces have created dangerous imbalances. Ruchir Sharma, who runs Morgan Stanley's emerging markets investments and who predicted China's slowdown a couple of years ago, says the crucial signal to watch is the pace of growth in private credit as a share of

GDP. Over the past five years, that share has risen by an astonishing 50 percentage points in China, twice as fast as in any other country.



FAREED ZAKARIA

To economists, the solution is obvious: reduce credit and investment, truly open up the economy, spur domestic consumption. In other words, stop favoring state-owned behemoths and exporters and encourage the Chinese people to spend more money at home. But that's easier said than done. Nicholas

Lardy of the Peterson Institute for International Economics notes that wages have declined faster than has GDP, so the Chinese might find it hard to ramp up spending right now. More important, all the investment and credit of the past decade has entrenched companies, industries and sectors that will resist any change. Can Beijing turn off the tap in the face of opposition from economically powerful groups, many of whom are politically well-connected or even related to members of the Politburo?

One of Beijing's greatest strengths is that it constantly and honestly analyzes its economy. In fact, this critique could have been made by China's new leaders. Li Keqiang, an economist who became premier in March, has given several surprisingly frank and critical speeches. The reforms he outlines would open important sectors of the economy to market forces, reduce the state's role and provide incentives for domestic consumption. The question is whether these goals can be met and whether the reforms will be implemented after opposition gathers, as it surely will. Li's predecessor, Wen Jiabao, made similar warnings, but nothing ever came of them.

Reform is hard in any country — as can be seen from Italy to India. It often means short-term pain for long-term gain. Most big developing countries — China, India, Brazil, South Africa — have slowed down in the past few years. In almost all cases, the cause was the same. When their economies were booming, these countries' leaders avoided tough decisions. China had been the exception. But now it faces its biggest test. Success will suggest that there is still life in its unique brand of authoritarian capitalism and will extend the power of its ruling Communist Party. If it fails, well, China becomes just another emerging market with a model that worked for a while.

Fareed Zakaria is host of CNN's flagship international affairs program, Fareed Zakaria GPS, editor at large of Time magazine, a Washington Post columnist, and a New York Times bestselling author. His email address is comments@fareedzakaria.com.

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Charitable gifting may prove to be good financial strategy

A gift to charity may prove to be a great financial favor to you. Some charitable gifting methods offer you notable tax advantages. Here's a brief look at some popular options.

Charitable remainder trusts (CRTs). These trusts can be useful estate planning tools. People with highly appreciated assets — such as stocks or real estate — are often hesitant to sell those assets and reinvest the proceeds because of the capital gains taxes that could result from the sale. Could the CRT offer a solution to this problem?

CRTs are tax-exempt trusts. In transferring highly appreciated assets into a CRT, you may get: a) a tax deduction for the present value of your future charitable gift, b) income payments from the CRT for up to 20 years, and c) tax-free compounding of the assets within the CRT. Generally, you avoid paying capital gains taxes on the amount of your gift, and you may exclude an otherwise taxable asset from your estate.

After you die, some or all of the assets in the CRT will go to the charity (or charities) of your choice. (What about your heirs? You can structure a CRT in conjunction with an irrevocable life insurance trust so that they are not disinherited as a result.)

A charitable remainder annuity trust (CRAT) pays out a fixed income based on a percentage of the initial fair market value of the asset(s) placed in the trust. In a charitable remainder unitrust (CRUT), income from the trust can increase as the trust assets grow with time.

Charitable lead trusts (CLTs). This is the inverse of a CRT. You transfer assets to the CLT, and it periodically pays a percentage of the value of the trust assets to the charity. At the end of the trust term, your heirs receive the assets within the trust. You don't get an income tax deduction by creating a CLT, but your gift or estate tax could

be markedly reduced.

Charitable gift annuities. Universities commonly suggest these investment vehicles to alumni and donors. (The concept has been around since the mid-1800s.) Basically, you donate money to a university or charity in exchange for a flow of income. You (and optionally, your spouse) receive lifelong annuity payments. After you pass away, the balance of the money you have donated goes to the charity. You may also claim a charitable deduction on your income tax return in the year you make the gift.

Pooled income funds. In this variation on the charitable gift annuity, the assets you donate are unitized and "pooled" with the assets of other donors. So essentially, you are buying "units" in an investment pool, like an investor in a mutual fund. The rate of return on your investment varies from year to year. Pooled income funds often appeal to wealthier donors who don't have a pressing need for fixed annuity payments. As just interest and dividends are paid out of a pooled income fund, it is possible to shield the whole gain from, say, a highly appreciated stock through such a fund. You get an immediate income tax deduction for a portion of the gift, which may be spread over a few consecutive tax years. Also, the balance of the assets left to the charity at your death may be greater than if a charitable gift annuity is used. Another nice option: you can put more assets in the fund over time, whereas a charitable gift annuity is based on one lump sum gift.

Donor advised funds. A DAF is a variation on the "family foundation" concept. Unlike a private foundation, it is not subject to excise taxes, and it does not require employees and lawyers to implement and administer. You establish a DAF with a

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MARK LUND

PRIVATIZATION

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about their workload. You can concentrate on your mandate as an agency," he said.

But government watchdog Claire Geddes took an opposing view.

"I don't think that privatization is always the answer," she said. "The motive with privatization is profit, and my concern is the profit motive sometimes overrides the other. ... And I don't think the idea is to try to use as few people as we can. I think it's to provide good service."

Geddes said Medicare is a prime example of a government service that should not be privatized.

"I still believe in government.

I hope you all wouldn't want to privatize your job," she told the committee. "I mean, quite frankly, I think there are things that should be done [by government]. I think there's a real downside to this attitude that everything has to be privatized. ... I think to take this attitude that everything that the private enterprise does is better than government is wrongheaded, in my view. ..."

Christofferson cautioned that he is not calling for comprehensive, widespread, immediate privatization.

"It doesn't have to be all or nothing. Some services are appropriate to be done by the government. Some can be hybrids," he said.

"Can you imagine what it would be like to go into the DMV and have somebody there that is

motivated by keeping their customers coming and, even if it is profit-motivated, to say, 'Hey, I'm going to make you happy and I'm not going to make you wait' and the DMV on the front end can say, 'Sure, we're going to contract this out to a company that's going to take care of our customers, to make it a good experience and to help us out....'

"I think it's the role of government to step back and say, 'Look, we can oversee this but we don't want to compete against you, the citizens,' and I think that's a big part of that. And I think that we can make that work and still accomplish the role of government and do it in an orderly fashion and we can do that rather quickly, I think, as well."

Connor Boyack, president of the Libertas Institute, called on the legislature to require agencies to report about what could be privatized. He said he was "blown away, completely flabbergasted" that the Free Market Protection and Privatization Board met five times in 2012, when it was known as the Privatization Policy Board, but developed no recommendations to privatize any Utah government agency.

"I would say that that board is derelict in its duty," Boyack said.

After hearing that the board had a \$200,000 legislative allocation, Sen. Jim Dabakis, D-Salt Lake City, had even harsher words for officials: "I would challenge you to privatize your board."

LUND

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lump sum gift to a public charity. The gift becomes property of the charity, which manages the assets. (You can continue to contribute to the fund.) Each year, the charity determines the percentage of the value of the fund which will become available for grants or other programs. You advise the charity how to spend the money. DAF contributions are tax-deductible in the year that they are made. You may avoid capital gains taxes and estate taxes on the gift, and the assets may grow tax-free.

Scholarships. These can be created at a school in your own name or in memory of a loved one, and you can set the criteria. Commonly, you and your advisor can work directly with a school to create one.

Life insurance and life estate gifts. Some people have unwanted or inadequate life insurance policies that may end up increasing the size of their taxable estates. In such cases, a policyholder may elect to donate their policy to charity. By doing this, the donor reduces the size of his or her taxable estate and enjoys a current tax deduction for the amount of the cash value in the policy. The charity can receive a large gift at the donor's death, or they can tap into the cash value of

the policy to meet current needs.

Life estate gifts are an interesting option allowing you to gift real estate to a charity, university, or other non-profit – even while you live there. You may take a tax deduction based on the value of property, avoid capital gains tax, and live on the property for the rest of your life. (If somehow you can't remain at that residence, the charity may opt to lease or sell it. You can gift all of a property or just some of a property as appropriate.)

Give carefully. Charitable gifting is a complicated estate planning tool and is not suitable for all clients. If you are thinking about making a charitable gift, remember that the amount of your tax deduction will ultimately depend on the kind of assets you contribute, and the variables of your individual tax situation. Remember also that some charitable gifts are irrevocable. Trusts are drafted by licensed attorneys who will charge a fee for the service. Be sure to consult qualified financial, legal and tax professionals for more information before you decide if, when and how to give.

Mark Lund is an Independent Investment Advisor, Investor Coach and author of The Effective Investor. He has written articles for or been quoted in The Wall Street Journal, The Salt Lake Tribune and The Enterprise.

CAO Group launches lighting co.

West Jordan's CAO Group Inc. has spun off its lighting division into an independent company to be called CAO Lighting Inc.

Since its inception in 2004, CAO Group's lighting division has specialized in commercial signage and lighting and established fundamental intellectual properties in solid state lighting, according to Densen Cao, president and CEO of the company.

"This new company will provide a platform for fast growth

and profit in the rapidly growing LED market as well as provide opportunities to apply our patented technology and IPs to the ever-changing market," said Cao. "We hope to further penetrate the general lighting market with advanced lighting products."

CAO Lighting will maintain all original lighting division personnel and all intellectual properties in LED products. The new company will operate at the same location as CAO Group Inc.

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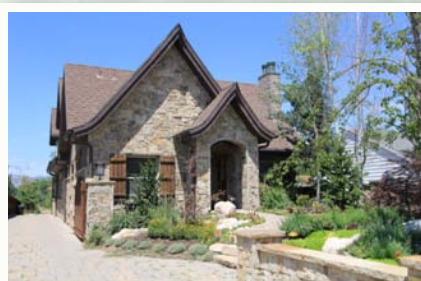
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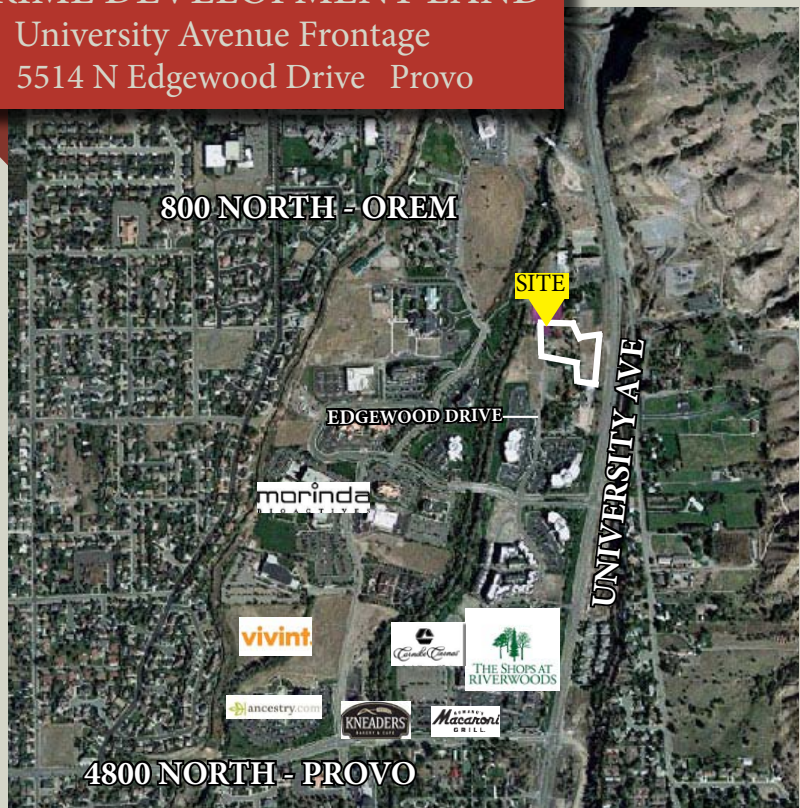
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Let's turn the answers on.