

Focus

MANUFACTURING

pages 15-21

Sponsored by:



Although a map of the United States showed a lot of red, Utah attendees were told at the state Farm Bureau convention in Layton that when it comes to influence important to farmers and ranchers, "the blue has it."

Red on U.S. map not necessarily good for 'farm values,' confab told

Brice Wallace
The Enterprise

The U.S. map being displayed at the Utah Farm Bureau Federation annual convention was nearly all red, with small splashes of blue mostly along the edges.

But Doug Balch, president of Zions Bank's South Central Utah region, told the conventiongoers that when it comes to political influence, the blue has it.

While the red areas of the map represented areas with conservative values — which he said are "farm values" — the blue areas, with "less-conservative values than most of us want," were relatively small but contain higher populations and thus greater political influence, he said.

"We're losing influence," he told the audience at a breakout session of the convention, held at the Davis Conference Center in Layton. "We're losing influence, big-

time. But we control the United States by county."

Indeed, a map showing conservative areas by county was a red giant, again with blue pockets along the edges. By geographical area, "we dominate," Balch said.

But influence is dominated by folks living in the blue areas, he said.

"Where's policy set? Where's the economy set? It's set here, by population," he said, pointing at a blue blob. "So, for us to have an effect on the economy, we have to have some effect on the population, and it can't be just by producing more cattle, more grain, more hay, more corn."

Balch cited as an example of political influence the number of rivers, lakes and ponds that have been deemed environmentally impaired, and agricultural activities typically are blamed "because environmental policy is set in populated areas," he said,

see FARMERS pg. 9

Committee to advise SITLA on oil leases

John Rogers
The Enterprise

A broad-based committee has been appointed by the Utah School and Institutional Trust Lands Administration (SITLA) to advise the organization on the potential impact of energy leases on the Book Cliffs area of southern Utah. This summer, the SITLA board of trustees voted to lease approximately 90,000 acres in the area to Anadarko Petroleum Corp. for energy exploration and development.

In September, SITLA amended the original agreement under pressure from, among others, the offices of Gov. Gary Herbert and U.S. Rep. Rob Bishop. The amendment delayed Anadarko's access to certain parts of the lease area that were deemed sensitive as wildlife habitat. A number of state hunting and fishing advocacy groups led the opposition to oil development in the Book Cliffs region.

During the September meeting, both SITLA and Anadarko advocated creation of an advisory committee to make recommendations to the SITLA board regarding potential impacts to deer and elk habitat in the 18,000-acre Bogart Canyon and the 29,000-acre One-Eye Canyon units of the lease.

According to the newly-adopted charter, the SITLA board of trustees will appoint a committee comprised of a non-voting chairperson and seven voting members. Specifically, the voting members will include one SITLA board member, one representative from the Governor's Office of Energy Development, two representatives from the Utah Division of Wildlife Resources, one representative from the SITLA beneficiaries, and two representatives from the sportsmen and hunting communities. The board also instructed SITLA to solicit

see SITLA pg. 9

State adds 27,800 employees to payrolls in October

Utah's non-farm payroll employment for October grew by an estimated 2.2 percent, adding 27,800 jobs to the economy as compared to October 2012, according to the monthly report from the state's Department of Workforce Services. By the end of the month 1,299,000 Utahns held jobs.

The seasonally adjusted unemployment rate for the state stood at 4.6 percent at

the end of October while nationwide the rate was 7.3 percent.

Because of the federal government shutdown in October, September employment numbers were available for the states, but were released along with the October report. In the month of September, Utah added 26,700 jobs (2.1 percent growth year-over-year) and experienced an unemploy-

ment rate of 4.7 percent.

All of the 11 private sector industries posted net job increases in October as compared to last year. The largest increases were in trade, transportation and utilities (7,600 jobs), leisure and hospitality (5,800 jobs) and education and health (5,600 jobs). The government employment sector lost 8,000 jobs in the same period.





Panama City will be one of the stops on a Zions Bank-sponsored trade mission to Latin America next February.

Trade mission to include visit Panama and Columbia

Utah businesses looking for opportunities to sell their goods and services in Central America will have the chance to visit two key potential markets in February. Zions Bank, in coordination with the U.S. & Foreign Commercial Service offices in Utah, Idaho and Montana; the World Trade Center Utah; and additional trade promotion partners, is supporting a trade mission for businesses from the Mountain West region to Colombia and Panama, Feb. 9-14, 2014.

The trade mission presents an excellent opportunity to meet potential partners or buyers in two of the most dynamic markets in the Western Hemisphere, according to organizers. Last year's implemen-

tation of the U.S.-Colombia and U.S.-Panama Free Trade Agreements provides a tremendous framework for U.S. companies to access such market opportunities.

Colombia is the only country in South America with two sea-coasts (Pacific and Caribbean), which provides tactical shipping advantages in today's global market. Since the implementation of the Free Trade Agreement on May 15, 2012, Colombia has become one of the largest markets for U.S. exports in Latin America.

Panama has historically served as the crossroads of trade for the Americas. Its strategic location provides a bridge between two oceans and the place where

two continents meet. Panama is not only a maritime and air transport hub, but also an international trading, banking and services center. Panama's dollar-based economy offers low inflation in comparison with neighboring countries and zero foreign exchange risk.

Businesses interested in participating in the trade mission can get more information from Tausha Dingman of Zions Bank at tausha.dingman@zionsbank.com.

Grant monies through the state-administered State Trade and Export Promotion (STEP) Program may be available to qualifying Utah companies. Information is available at the STEP program office.

Chamber wants Utahns to take advantage of drug card

With all the insurance changes resulting from the Affordable Care Act swirling around, the Salt Lake Chamber is reminding people about the availability of the Utah Drug Card and its savings of up to 75 percent on prescription drugs.

The Utah Drug Card is funded through the participation of pharmacies and pharmaceutical companies, and the program is receiving support from the public and private sectors. Other organizations that have endorsed and will promote the Utah Drug Card include the Utah Nonprofits Association and the Utah Hospitals and Health Systems Association.

The chamber said Utahns have saved more than \$7 million on prescription drug refills over the past four years by using the card.

"The cost of healthcare continues to increase and people in our community are looking for ways to counter those rising costs," said Lane Beattie, the chamber's president and chief executive officer. "We continue to work on our efforts to drive down health insurance costs for business in our state, but this allows us to provide

intermediate relief as a statewide business organization and as a good community partner."

During 2010, the first year the chamber offered the Utah Drug Card, Utahns totaled savings of \$438,858. The amount grew steadily over the next three years, topping \$1 million in 2011, \$2 million in 2012 and nearly \$3.4 million this year, bringing the four-year total savings to \$7,181,068.

The program has no restrictions to membership, no income requirements, no age limitations and there are no applications to complete. Utah Drug Card is accepted at over 56,000 pharmacy locations across the country.

Utah residents can download a free card, search drug pricing and locate participating pharmacies at www.slchamber.com. It is available to both uninsured and underinsured Utahns; can be used by people who have health insurance coverage with no prescription benefits, a common scenario in many health savings accounts (HSA) and high-deductible health plans; and can be used by people for drugs not covered by their plans.




Christmas with the Mormon Tabernacle Choir

Featuring Alfie Boe and Tom Brokaw
and Special Guest, the Berlin Airlift's Candy Bomber

Thu. Dec. 5, 7PM

Tue. Dec. 10, 7PM

Tue. Dec. 24, 8PM

FUNDED BY
 Ronald C. and Kaye Gunnell, George S. and Dolores Doré Eccles Foundation,
 The J. Willard and Alice S. Marriott Foundation, Cleone Peterson Eccles
 Endowment Fund, Alan and Jeanne Hall Foundation, GFC Foundation,
 Charles and Janet Stoddard Foundation

kued.org | 
 The University of Utah

Best moves to Utah, acquires Vantus Law

Milwaukee-based law firm Michael Best & Friedrich LLP has announced plans to acquire the Vantus Law Group, based in Salt Lake City. The Vantus addition will add eight new attorneys in a regional practice to the Michael Best group.

"In selecting Vantus, we have added western region strength and depth to a leading mid-western based transaction, litigation, technology and environmental practice," noted David Krutz, Michael Best's managing partner. "Coupled with the addition of our Washington, D.C., office, we continue to add more resources and expanded national coverage to meet current and emerging client needs across key practice groups."

Stuart Fredman, the senior transactions partner at Vantus Law said, "We are extraordinarily pleased to be joining Michael Best. We view its national practice, in particular in emerging technologies and intellectual property law, as expanding and strengthening the scope of services that we provide to our current and growing client base."

Michael Best has targeted Utah as a key market for its core focus on protecting and developing the intangible assets of operating and growth technology companies and for serving the firm's client base in western mar-

kets, according to company managers. Earlier this year, Michael Best initiated its presence in Salt Lake when one of the firm's Midwest-based attorneys relocated to Utah. The addition of the Vantus attorneys significantly expands the presence and depth of Michael Best in Utah and the western United States.

The Vantus addition follows the opening of a new Michael Best office in Washington, D.C., last summer and the addition of four new partners, 16 new attorneys and six patent engineers and patent scientists in the firm's Milwaukee and Chicago offices over the past several months.

Vantus will officially join with Michael Best on Jan. 1, 2014.

Study finds most effective leaders are also most honest

The most effective leaders display high integrity and honesty, according to results of a survey conducted by an Orem-based leadership development and corporate training program company.

Zenger Folkman said a recent study of more than 18,000 leaders found that those in the 90th percentile of effectiveness in the competency displayed high integrity and honesty. The company discovered eight common behaviors that led to their ability to lead organizations in a principled way.

Developing these specific companion behaviors offers leaders a clear path to move from good to great in displaying high honesty and integrity, Zenger Folkman said. Leaders ranking highest in honesty and integrity exemplified strengths in several but not all

eight companion behaviors: concern and consideration for others, trust, positive optimism, assertiveness, inspires and motivates others, drives for results, deals with ambiguity and decisiveness.

"Most would assume that the only way to increase honesty is to 'be more honest,'" said Joseph Folkman, president of Zenger Folkman. "The problem is there is no action plan or defined way to improve. We have found that working on companion behaviors statistically correlated to honesty assist the leader to be perceived as substantially more honest by their peers and direct reports."

"The good news is you don't need to be perfect at all of the companion behaviors; in fact, you can improve on two of them to increase honesty and integrity," said Jack Zenger, CEO of Zenger Folkman. "Every individual and organization can greatly benefit from increasing the level of honesty and integrity."

Foreclosures drop in September

Residential foreclosure rates in Salt Lake City decreased for the month of September over the same period last year, according to newly released data from CoreLogic.

The CoreLogic data reveals that the rate of Salt Lake City area foreclosures among outstanding mortgage loans was 1.07 percent for the month of September, a decrease of 0.39 percent compared to September of 2012 when the rate was 1.46 percent. Foreclosure

activity in Salt Lake was lower than the national foreclosure rate, which was 2.29 percent for September.

The mortgage delinquency rate also decreased in the Salt Lake market. According to CoreLogic data, 3.45 percent of mortgage loans were 90 days or more delinquent compared to 4.77 percent for the same period last year, representing a decrease of 1.32 percentage points.



BANK of UTAH

Equal Housing Lender | Member FDIC

BUSINESS LENDING IS OUR BUSINESS

• SBA Loans •

• 504 •

• Commercial Mortgage •

• LOC •

711 S. State Street
Salt Lake City, UT
84111

(801) 409-5262

Dave Snow
Business Banking
Sr. VP Team Leader
(801) 540-3536



Enterprise
UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

Enterprise Newspaper Group

825 North 300 West Ste. 309
Salt Lake City, Utah 84103
801-533-0556 FAX 801-533-0684
www.slenterprise.com

PUBLISHER & EDITOR

R. George Gregersen

PRESIDENT

David G. Gregersen
david@slenterprise.com

VP/GENERAL SALES MANAGER

Dale Dimond
dale@slenterprise.com

MANAGING EDITOR

John M. Rogers
john@slenterprise.com

CONTROLLER

Richard Taylor
richard@slenterprise.com

OFFICE MANAGER

Dionne Halverson
dionne@slenterprise.com

REAL ESTATE SECTION

Rhonda Bachman
rhonda@slenterprise.com

ART DIRECTOR

Ann Johnson
ann@slenterprise.com

CIRCULATION

Natalie Lujan
natalie@slenterprise.com

ADVERTISING INQUIRIES

david@slenterprise.com

TO CONTACT NEWSROOM

john@slenterprise.com

ART SUBMISSIONS

ann@slenterprise.com

Subscription Rates:

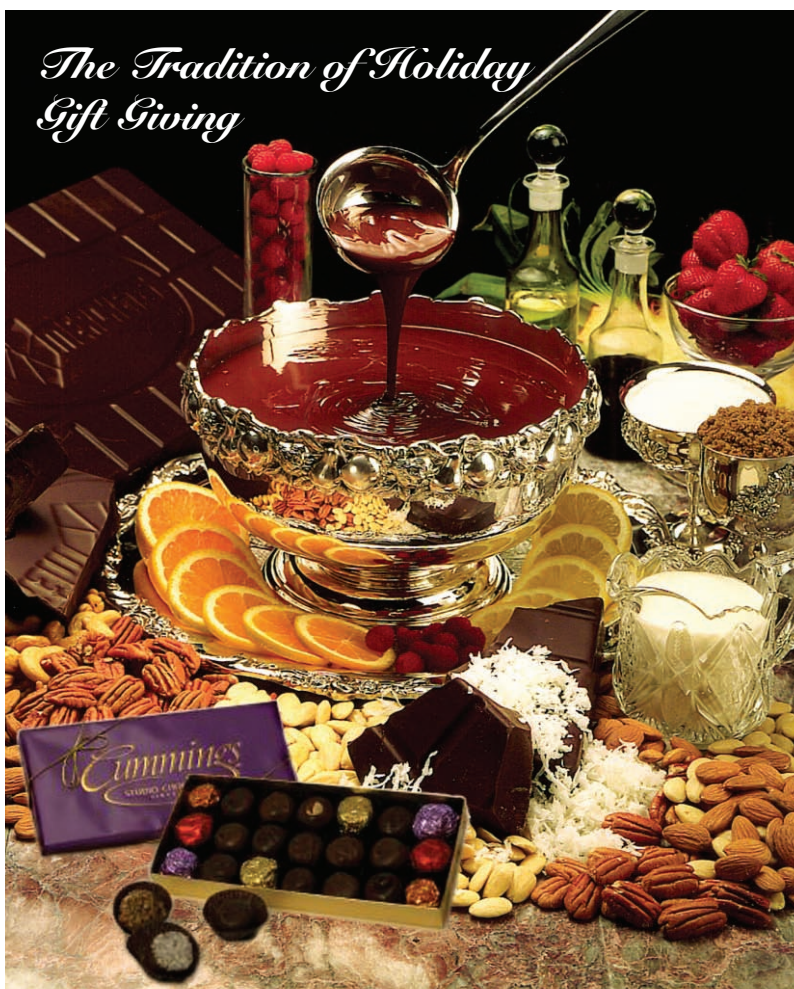
Online only, \$55 per year
Print only, \$65 per year
Online and Print, \$75 per year

Any opinions expressed by the columnists are not necessarily the opinions or policy of Enterprise, its owners or managers. Reproduction or use of contents without written consent of the publisher is prohibited. All rights reserved.

© 2013 Enterprise Newspaper Group Inc.

Periodical postage paid at Salt Lake City, Utah
POSTMASTER: Send address corrections to:
P.O. Box 11778, Downtown Station
Salt Lake City, Utah 84147

The Tradition of Holiday Gift Giving



Cummings
STUDIO CHOCOLATES
Since 1924

We have been
pleasing people
with a world class
product and our
friendly service for
89 years.

*Perfectly
delicious for
corporate gifts.*

679 East 900 South
Salt Lake City, Utah 84105
801-328-4858 • 800-537-3957
Fax: 801-328-4801

www.CummingsStudioChocolates.com

Industry Briefs

ASSOCIATIONS

• **Carl Peterson**, director of information technology at Workman Nydegger, Salt Lake City, has been appointed the



Carl Peterson

regional vice president of the **International Legal Technology Association** (ILTA) for the North Pacific Region. ILTA is a

peer-networking organization that provides informational resources and educational content to maximize the use of technology in the legal field. Peterson will guide and direct the efforts of the regional representatives and act as an ambassador to ILTA on behalf of the members in Alaska, Colorado, Idaho, Montana, Oregon, Utah, Washington and Wyoming in the United States and Alberta, British Columbia and Saskatchewan in Canada for the next two years. Peterson served as a representative of Salt Lake City for ILTA before being appointed the regional vice president position.

• The American Ambulance Association (AAA) presented its **2013 Lifetime Achievement Award** to **Gene Moffitt**, chairman and owner of Gold Cross



Gene Moffitt

Ambulance Services, Salt Lake City. AAA president Jimmy Johnson presented the award at a special ceremony during

the AAA's annual meeting in Las Vegas. The Lifetime Achievement Award is presented to an individual who has made a significant contribution to the industry and the AAA during a lifetime of career achievement. Moffitt founded Gold Cross Ambulance in 1968 and initially responded to emergency calls from his home in a 1968 Cadillac ambulance. His educational background is in electrical engineering through Weber State University. While working for Sperry Univac in the 1960s,

Moffitt managed Intermountain Ambulance in Salt Lake. It was this experience in the ambulance industry that gave him the desire to establish his own company. Moffitt has served as president of the American Ambulance Association, chair of Utah Emergency Medical Services Committee and president of the Utah State Ambulance Association. In 2000, Gold Cross was nationally recognized as a leader in the ambulance industry by receiving the J. Walter Shaefer Memorial Award of Excellence.

BANKING

• **Bank of American Fork** has promoted two people to management positions and hired two new officers in the lending department.



Lorraine Dedrickson



Terrie Petersen



Judd Kirkham



Susan Sorenson

Lorraine Dedrickson was promoted to vice president. She has been with the bank for more than 12 years and manages operations at the Spanish Fork branch. Before joining Bank of American Fork, Dedrickson worked at Zions Bank. **Terrie Petersen** has been promoted to vice president and call center manager. Petersen joined the bank in 1995 as a teller. Her mother had worked for the bank for 17 years. Petersen has worked as a drive-up teller, call center supervisor and new accounts representative and has served on various committees. She manages a team of 10 call center representatives. **Judd P. Kirkham** was hired as a commercial loan department manager. He is responsible for managing

and growing the commercial loan portfolio and serves as the chair of the Bank Commercial Loan Committee. Kirkham previously worked at Zions Bank for 17 years in various credit capacities. Most recently he was a retail region credit manager in Boise. **Susan Sorenson** joined the bank as a loan officer specializing in commercial loans, SBA loans and construction loans. She has 30 years of banking experience, including work as a teller, loan processor, assistant vice president, loan officer, manager and vice president.

• **America First Credit Union**, Riverdale, has opened branches in St. George and Las Vegas. The



Spencer Bailey



Debbie Murphy

St. George Red Cliffs branch opened Nov. 18 at 2722 E. Red Cliffs Drive. **Spencer Bailey** will serve as branch manager. Bailey joined America First as a teller in 2001. He quickly moved to the member service call center to serve as a service representative. In June 2003, he became a collector for the consumer loans collections department and in 2004 transferred to operations services as an assistant project coordinator. In February 2008, Bailey entered into the management intern program and has been serving as the assistant branch manager at the St. George branch since 2009. **Debbie Murphy** will serve as manager for the new Las Vegas branch, which opened Nov. 25 at 1225 W. Craig Road. Murphy started her career with America First in March 1999 as an education coordinator. In August of 2009, she was appointed to lead teller of the Las Vegas Sahara branch. Murphy was promoted to service center manager of the Las Vegas Montecito Smith's branch in 2009, and later advanced to manager of the Las Vegas Sahara branch. America First has 106

branches in Utah and Nevada. Both new locations will host grand opening celebrations the week of Jan. 6.

• **Bank of Utah** is sponsoring its annual **"Warm Bodies, Warm Souls"** coat drive, taking place through Dec. 13. The public is invited to donate new and gently used coats, hats, scarves, gloves, blankets and other cold-weather accessories at Bank of Utah's 18 branches and mortgage loan offices from Tremonton to Orem, and in Price and St. George. The bank is giving free candy cane hot cocoa mix samples to those who donate, courtesy of Stephen's Gourmet. The bank will donate the cold weather gear to the Erin Kimball Memorial Foundation in St. George, The Lantern House in Ogden, Cache Food Pantry in Logan, Tremonton Community Pantry, New Hope Crisis Center in Brigham City, Community Action Services and Food Bank in Orem, Crossroads Urban Center in Salt Lake City, Bountiful Community Food Pantry, and the Angel Tree and Community Clothing Closet in Price.

CONSTRUCTION

• **Sahara Construction**, Bountiful, has hired six people for key positions in its Bountiful office: **Brigham Latimer**, business development manager; **Brian Richards**, estimator; **David Rees**, project engineer; **Kevin Birch**, project superintendent; **Scott Christiansen**, estimating and pre-construction services manager; and **Scott Webber**, project manager.

• **Reavely Engineers Associates**, a structural engineering firm based in Salt Lake City, has promoted **Jessica Chappell**



Jessica Chappell

to associate and has hired **Clayton Jensen** as a project engineer. Chappell's portfolio of projects includes nine LDS temples, Riverton Hospital, Thanksgiving Point's Museum of Natural Curiosity and the new

Professional Programs Classroom Building at Weber State University's Davis Campus. Jensen earned his bachelor's and master's degrees in civil engineering from Utah State University.



Clayton Jensen

LAW

• **Snow, Christensen & Martineau**, Salt Lake City, has hired two new associates. **Dani N. Cepernich** has rejoined the firm



Dani Cepernich



Taymour Semnani

and will focus her practice in commercial litigation, governmental defense, and water and natural resource law. She clerked for Federal District Judge Tena Campbell and 10th Circuit Judge Monroe McKay, during which she worked on a variety of matters, including complex civil litigation, civil rights claims, insurance disputes and criminal cases, and clerked with Snow, Christensen & Martineau during both her first and second years of law school. **Taymour B. Semnani** joins the firm as an associate and is focusing his practice area in white collar criminal defense. His experience includes legal internships with the Spokane County Prosecutor's Office, the Utah Federal Defender's Office and Clyde Snow. As an intern, he worked on a number of cases, including a murder appeal and a multi-million dollar bribery case. Before practicing law, Semnani worked for three years as a private equity investments manager, in which he managed a range of assets including commercial real estate and water rights. His education includes an MBA and a B.S. in Economics from Westminster College.

MEDIA/MARKETING

• **Alexander's**, a cross-media print and marketing firm based in Lindon, has hired **Eric Hansen** as



Eric Hansen

sales manager. He will oversee the company's seven-person sales and print consulting team, and help improve sales process and technique. He will manage quotas, develop new business strategies, and work closely with the Alexander's marketing team to support sales. Hansen has 18 years

The wave of healthcare reform is coming... is your business ready?

REQUEST A FREE TOOLKIT TODAY!


The **Buckner Company**
801.937.6700
www.Buckner.com

Layton
CONSTRUCTING WITH INTEGRITY



www.LaytonConstruction.com
(801) 568-9090

CENTURY
EQUIPMENT COMPANY

Everything for the Contractors

We rent the best

4343 Century Drive
Salt Lake City, UT 84123

801- 262-5761

www.centuryeq.com

CASE
CONSTRUCTION

COLORADO - WYOMING - UTAH - IDAHO



HONNEN
EQUIPMENT

4055 S. 500 W., SLC 801-262-7441

www.honnen.com 1-800-646-6636

Industry Briefs

of sales experience and has led and managed sales teams at five other Utah-based companies.

NONPROFITS

• **Deborah Bayle**, president and chief executive officer of United Way of Salt Lake, has been elected to the **United Way Worldwide National Professional Council**. The council consists of 48 United Way CEOs in the U.S. and serves as a national leadership body for a movement of nearly 1,200 member United Way organizations, advising United Way Worldwide's U.S. president and providing leadership in building the United Way system in the United States. Bayle is a presidential appointee to the council and will serve a two-year term beginning Jan. 1. Bayle oversees United Way operations in Davis, Salt Lake, Summit and Tooele counties.

REAL ESTATE

• **Cushman & Wakefield | Commerce**, Salt Lake City, has promoted **Dana Baird** to executive director. Most recently,



Dana Baird

Baird served as senior director of the Cushman & Wakefield | Commerce office division and has been active in the commercial real estate community for nearly two decades. Baird is involved in various community and trade organizations, including serving as president of the Utah NAIOP Commercial Real Estate Development Association.

RETAIL

• **Honnen Equipment**, the authorized dealer for John Deere construction and forestry equipment in the Rocky Mountain region, has appointed



Mike De Martin

Mike De Martin as chief financial officer. De Martin will oversee all

finance, accounting, information technology and sales administration functions for all 10 Honnen locations in Colorado, Wyoming, Utah and Idaho. He has more than 30 years of financial management experience, including more than 15 years in the heavy construction, mining and equipment industries. He began his career in the apparel manufacturing and distribution

industry in various financial positions before transitioning to the construction industry, where he held progressive financial and operations management positions with Rogers Group Inc., Boral Limited and Power Equipment Co.

• **Overstock.com**, a Salt Lake City-based online discount retailer, said that in November it reached

the milestone of having **paid over \$100 million** to Worldstock.com's artisan suppliers around the world. Worldstock Fair Trade is one of Overstock.com's stores, found on the Overstock.com online shopping website and at www.worldstock.com. Patrick M. Byrne, Overstock.com chairman and CEO, founded Worldstock.com in 2001 after he met a small

group of artisans in Cambodia that are land-mine survivors. Through Worldstock.com, Overstock.com provides international market exposure to third-world artisans' handcrafted products. Between 60 and 70 percent of the sale price on each item is returned to artisans or their suppliers located in more than 50 countries. Overstock.com has donated Worldstock.com profits to charities.



If your business needs a forklift, you need a loan from US.

U.S. Bank works hard to tailor the right solutions for your business. With the help of a trusted U.S. Bank Business Banking specialist, you can manage your cash flow, payments, and loans for future growth. Straight business talk that speaks to your business, so more business owners like you can get what they need to move forward.

Alan Denner
Business Banking | Salt Lake County
801-233-3303

Lisa Ronberry
Business Banking | Utah County
801-534-6228

RATES AS LOW AS

2.99% APR*

QUICK LOAN

All of **us** serving you®

EST. 1863

usbank

*Applications subject to credit approval. The 2.99% rate applies to new or used vehicles & equipment loans up to 80% LTV and terms up to 36 months for credit qualified applicants. Disclosed rate reflects 0.50% discount based on automatic monthly payments from a U.S. Bank Business Checking account. Standard fees apply. Advertised rate is as of October 1, 2013 and subject to change without notice. Some restrictions may apply. Deposit products offered by U.S. Bank National Association. Member FDIC. ©2013 U.S. Bank



**Utah's Best
Mexican Restaurant**

Come in and try our famous green chili smothered burritos and incredible homemade food, made daily.

Catering available, dine in-take out.

**3540 So. State Street
Salt Lake City, UT 84115**

801-281-3272

Calendar

December 4, 10 a.m.-noon

Safety Training Seminar, presented by the Utah Manufacturers Association. Event features two classes: "Guide to the Workers' Compensation Audit" and "Personal Protection Equipment." Location is Martin Door Manufacturing, 2828 S. 900 W., Salt Lake City. Free and open to all companies, including those not insured with the Workers Compensation Fund. Lunch will be served. Registration can be completed by contacting Annette Beckstrand at (801) 363-3885 or teresa@umaweb.org.

December 4, 3:30-5:30 p.m.

"How to Raise Money," a seminar organized by the Wayne Brown Institute. Event will feature a discussion about current trends, the basics of the fundraising process, finding the right investor, and how to raise capital from the perspective of a seasoned entrepreneur and an investor. Location is Gateway Tower West, 15 W. South Temple, No. 1200, Salt Lake City. Free. Details are at eventbrite.com.

December 5, 8-10 a.m.

"Advanced Immigration Issues for Technology Companies," a Utah Technology Council (UTC) and Holland & Hart clinic. Roger Tsai, an attorney at Holland & Hart, will discuss how employers seeking to sponsor immigrant workers for permanent residency must undergo a good faith recruitment process to search for U.S. workers, often referred to as the PERM Labor Certification process. The seminar will help human resource professionals to develop best practices for job descriptions, to plan a successful recruitment program and to learn about the newest U.S. Department of Labor adjudication trends. Location is Holland & Hart LLP, 222 S. Main St., Salt Lake City. Free for UTC members, \$30 for nonmembers. Details and registration are at <http://www.utahtech.org/events/>.

December 5, 8:30 a.m.- 4 p.m.

2013 Fall Policy Conference of the Utah Health Policy Project, titled "We have Liftoff! Real-Time Data from the Launch of Obamacare." Discussion will focus on the first 50 days of implementing the Affordable Care Act. Speaker and panel discussion topics will include "A Critical Look at the Launch of Utah's Health Insurance Marketplaces," "Navigators: Early Reports from the Trenches," "Bumps in the Road: The View from Other States" and "Utah's Options for Medicaid Expansion." Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$25, \$15 per ticket

for small nonprofits (15 employees or fewer). Registration can be completed at <https://www.eventbrite.com/event/8062319615>.

December 5-6

Summit Directors & Officers Training Conference, presented by the National Association of Corporate Directors (NACD) and Brigham Young University Marriott School of Management. Event is designed for board chairs, corporate directors and senior executive officers of publicly traded corporations and corporations growing toward publicly traded status. Location is Montage Deer Valley Resort, Park City. Early registration is \$500. Information and registration are available at www.summitconf.org.

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

Quality 101, a course designed to teach that quality control in the workplace is everyone's responsibility. Goal is to assist business organizations in achieving product excellence. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$199 (\$99.50 for qualifying companies and individuals). Enrollment can be completed by contacting Melody Chapman Ulbrich at (801) 957-5237 or melody.chapman@slcc.edu.

December 10, 11:30 a.m.-1 p.m.

"Getting Beyond 'What': Identifying and Overcoming the 'Whats' That Keep Us Stuck" Workshop, a Sandy Area Chamber of Commerce event. Event is designed to help participants identify and overcome obstacles to peak performance. Presenter will be David Bowman, author, entrepreneur and business startup and growth strategist. Location is Salt Lake Community College's Miller Campus, Miller Free Enterprise Center Building, Room 203, 9750 S. 300 W., Sandy. Free. Details are at <http://business.sandychamber.com/events>.

Dec. 11, 8:30 a.m.-4:30 p.m.

"Leading from the Edge: Managing Teams in Difficult Situations," hosted by CEObuilder and Bank of American Fork. Ken Burnett, vice president and director of training and business development at Bank of American Fork, will discuss leadership lessons that kept alive the crew of Ernest Shackleton's 1914 excursion in the Antarctic, and how those lessons can be applied to business and life. To prepare for the forum, participants are encouraged to read "Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition." Location is Bank of American Fork, Riverton Branch Conference Room, 2691 W. 12600

S., Riverton. RSVPs by Dec. 9 should be made by contacting Christopher Liechty at christopher.liechty@bankaf.com or (801) 642-3094. The afternoon discussion may be closed for members only if sensitive matters are discussed.

December 11, 8-9:30 a.m.

Utah Technology Council (UTC) Industry Breakfast. Event will feature former UTC trustee Fraser Bullock, co-founder and a managing director of Sorenson Capital, who will discuss "A Few Big Picture Questions" of a successfully funded tech company in Utah from the private equity side. Location is Thanksgiving Point, 3003 N. Thanksgiving Way, Amber Room, Lehi. Cost is \$35 for UTC members, \$60 for nonmembers. Details are at <http://www.utahtech.org/events> or (801) 568-3500.

December 12

Society of Marketing Professionals Services' Annual Charity Gala Luncheon. Location is the Museum of Natural History. Sponsored by FFKR Architects. Details and registration are available at www.smputah.org.

December 12, 8-9:30 a.m.

"Solar Photovoltaic Energy: Generating Your Own Electricity," presented by Hunt Electric. Event will focus on the logistics of Rocky Mountain Power's 2014 Utah Solar Incentive Program application. This program offers cash incentives to its customers for installing solar equipment at a home or business. The class is formatted to help owners, architects and other people have a better understanding of renewable energy systems, design, installation and work procurement. Instructor is Brok Thayn, certified PV installation professional. Location is Hunt Electric Training Center, 1863 W. Alexander St. (2410 South), Salt Lake City. Cost is \$20. Details are at <http://www.huntelectric.com/training.htm>.

December 12, 8 a.m.-noon

"Getting Started as a New Leader," a course designed to provide new leaders with the knowledge and skills needed to confront the challenges associated with getting results more quickly in a new leadership role. Participants will learn how to focus their time and efforts on tasks that are most important to an organization's success, as well as how to achieve accelerated results through others. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$149 (\$74.50 for qualifying individuals). Enrollment can be completed by contacting Melody Chapman

Ulbrich at (801) 957-5237 or melody.chapman@slcc.edu.

December 12, noon-1 p.m.

Investment Survival Workshop Lunch, presented by Sax Angle Partners, an equity hedge fund based in Park City. Attendees will receive a free copy of the book *The Investment Survival Guide* by Harvey Sax. Location is Bambara Restaurant, 202 S. Main St., Salt Lake City. Cost is \$25. Details and reservation information are available at <http://workshops.saxangle.com>.

December 13, 8-9:30 a.m.

"All Things Press Release," Utah Technology Council's annual PR Breakfast. Public relations professionals will discuss AP style, SEO and press releases, tips for optimizing press release success, creating and maximizing an online press room, and wire posting. Location is Instructure, 6330 S. 3000 E., Suite 700, Salt Lake City. Cost is \$15 for UTC members, \$30 for nonmembers. Details and registration are at <http://www.utahtech.org/events/>.

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

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

December 18, 10 a.m.-noon

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

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

2014 NAIOP Utah Commercial Real Estate Symposium. Event includes a

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

January 12-15

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

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

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

April 25-26

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

SLC to host 40-team tourney

Salt Lake City has been selected as one of seven cities across the country to host part of the 2015 Toyota-USA Hockey National Championship. The selection was announced by USA Hockey, the national governing body for ice hockey in the U.S.

Utah will host 40 teams from throughout the United States that will be vying for the national championship in the Tier II Under 14 age division. The event will

take place March 26-30, 2015, at both the Salt Lake City Sports Complex and the Utah Olympic Oval in Kearns.

Utah Amateur Hockey will work closely with the Utah Sports Commission, Visit Salt Lake and local area businesses to make the event successful. Businesses interested in becoming a sponsor of the event or providing needed goods and services may contact Fred Wilner at www.utah-hockey.org.

Uncertain times are good opportunity to tune your financial engine

Any time is a good time to tune up the economic engine of your enterprise. However, in this season of economic uncertainty, it becomes even more essential to do so.

The impact of things beyond our control as business owners, executives and managers threatens the notion of "business as usual." Most of us are unclear regarding the total effect of new U.S. regulations on healthcare, for instance, but it's a pretty safe bet that our

costs will increase. That means to just sustain profitability, we must tune up our economic engines.

Fortunately, there are several

variables in the tune-up process that can positively affect profitability. Revenue and cash flow can be increased, while cost of sales and day-to-day operating expenses can be reduced.

In approaching the revenue variable, focus on the *value proposition* of your products or service. How might you increase the value of what you sell in the eyes of your customers? Where is their pain — and how can you be their best solution to decrease or eliminate that pain? By so doing, how much more might you sell? Might this justify an increase in price? These are critical considerations because without them, the simple — and incorrect — answer to increasing sales is to reduce your price. And this will negatively impact your gross profit.

Reduction of your cost of sales requires that your stakeholders become *lean thinkers*. A lean thinker observes the labor and material costs of producing your products or service and asks two key questions: Where are we wasteful? How can we reduce or eliminate that waste?

In the lean management philosophy, we look for wastefulness in a variety of areas. Do you ever produce defective products? Produce more product than is necessary? Spend more than you need to on transporting products or services? If so, that's waste — and it's a candidate for cost reduction and gross-profit improvement.

Regarding day-to-day operating expenses, there are two important actions that will lead to cost reduction and profit enhancement. The first of these is to *speak ROI*. In other words, as you review each major expense category on your P&L, ask the question: Does this item help in some identifiable and significant way to create business, reduce costs or positively impact company profitability? *Does it contribute to ROI?* Although there are some expenses that are mandated by regulation, and therefore

might not pass this test, most expenses should.

Second, even if the expense passes the ROI test, are there ways to make it leaner? There are organizations today that analyze your expenses and only get paid if they find you savings. This type of audit has sometimes brought about hundreds of thousands of dollars of expense reduction.

Finally, cash flow is an important target for economic engine

tune-up. While inventory is essential in any product-focused company, we must look at inventory as dollars in the form of "stuff." Stuff must be sold to transform it back into dollars—and if it is not selling, stuff becomes sludge that clogs the cash-flow arteries of any business. A good tune-up will take a critical look at inventory, recognize where there is sludge, and do whatever it takes to transform it back into cash. This is often pain-

ful, but cash is king; stuff is not.

Another way to improve cash flow is by accelerating accounts receivable, which can also be painful. Often, small businesses are guilty of letting AR collections slip because they hate confrontation. However, when they finally bite the bullet and address the issue with slow-paying customers, things often improve.

Is an economic engine tune-up in your plans as we approach

2014? I recommend that you make it an agenda item with your executive team. Consider it as a goal. One client of mine who had never enjoyed more than a 2 percent pre-tax net profit improved to over 7 percent as a direct result of just such a tune-up!

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.



RICH TYSON

HEART OF EUROPE® Circle

15-day tour featuring Germany, Austria, Italy, France
Switzerland, Belgium, and Holland



\$3990

Includes AIR from SALT LAKE CITY

April 28 & May 5, 2014 departures. Includes air & air taxes; hotels, 22 meals, transportation and escort in Europe, per person based on double occupancy.

BOOK BY 12/11/13. Operated by Image Tours Inc. Call for a FREE Europe brochure.



TREASURES OF ITALY

12-day tour featuring Milan, Verona, Venice,
Tuscany, Pisa, Florence, and Rome



\$3890

Includes AIR from SALT LAKE CITY

May 6, 2014 departure. Includes air & air taxes; hotels, 15 meals, transportation and escort in Europe, per person based on double occupancy.

BOOK BY 12/11/13. Operated by Image Tours Inc. Call for a FREE Europe brochure.



CRUISE & TRAVEL MASTERS
Salt Lake City - Ph: 801-904-1100

Sahara will build Park City studio

Sahara Construction of Bountiful has been awarded the contract to develop, design and build the recently announced Park City Film Studios project.

"We are excited to start construction on this monumental project for the state of Utah," Melissa Wallentine, vice president at Sahara said. "This unique project has attracted worldwide attention. We couldn't be happier to work with

Park City Film Studios on this once-in-a-lifetime project. We have selected ajc architects to design the project," Wallentine said.

The main studios and production offices of Phase 1 are scheduled to be completed in 2014.

Overall, the project will include 374,000 square feet of building area, featuring sound stages to accommodate the requirements of major motion picture and tele-

vision productions, and supported with a full-service equipment department. The studio campus will also include production offices, a hotel, retail, office and other mixed-use buildings.

Based in Davis County since 1985, Sahara has been involved in the construction of commercial, industrial, institutional, retail and residential projects throughout the western United States.

First two Utah Hearing Loop systems installed

The Robert G. Sanderson Community Center of the Deaf and Hard of Hearing in Taylorsville and its satellite office in St. George have become the first two public buildings in the state of Utah to install new Hearing Loop systems. The Hearing Loop systems enable visitors with hearing loss who need assistive listening to receive crystal clear audio signals directly through their T-Coil hearing aids, cochlear implants or Hearing Loop receivers. Equipment for the installations was provided by Listen Technologies in Bluffdale.

"As a government program that serves deaf and hard of hearing people, we strive to provide the best assistive listening technology available," said Marilyn Call, executive director of the Sanderson Center. "Historically, we have focused on providing RF assistive listening systems, because even though Hearing Loop technology has been around for a while, we have been underwhelmed with its performance until recently. I am hard of hearing myself, so I fully understand the importance of quality sound and I can say that the new Hearing Loop system we have installed in the Sanderson Center and in our St. George location provides phenomenal clarity of sound. I can't overstate how important that is for increasing understanding."

A Hearing Loop system con-

sists of a thin wire that is installed — usually under the carpet or in the ceiling — around the listening area. This wire is connected into an amplifier and microphone. Speech, music and other audio signals from the microphone are amplified and sent through the wire. This creates an electromagnetic field in the looped area. The T-Coil in a hearing aid or cochlear implant picks up the electromagnetic signal and allows the listener to hear a clear signal directly through the hearing aid.

The Hearing Loop systems were installed in a large classroom and at two reception counters — one at the front desk and one in the Technology Demo Lab at the Community Center. In the St. George building, the conference room area was looped.

Call said she uses hearing aids that work well in quiet, one-on-one conversations, but fail at public meetings and events. "I want to be engaged in life, but that is hard to do if I can't hear clearly," she said. "I am now a big fan of Hearing Loops and I want all hard of hearing people to experience the ease and quality of sound provided by loop technology."

The Hearing Loop installation also enables the Sanderson Centers to be compliant with the current Americans with Disabilities Act requirements for assistive listening.

Green Dot acquires Walmart portfolio

Green Dot Corp. has announced that its subsidiary bank, Green Dot Bank, based in Provo, has received the required regulatory approvals from the board of governors of the Federal Reserve System and the Utah Department of Financial Institutions to proceed with the acquisition of the legacy Walmart MoneyCard Portfolio from GE Capital Retail Bank.

The deal is expected to close in the first quarter of 2014 but is subject to closing conditions including, among other things, the Department of Justice's required 15-day waiting period.

Green Dot is the largest provider of prepaid debit card products and prepaid card reloading services in the United States and is based in Pasadena, Calif.

Utah SBA office seeks nominations

The U.S. Small Business Administration (SBA) Utah District Office is seeking nominations for the 2014 Small Business Week Awards.

National Small Business Week has been recognizing the special impact made by outstanding entrepreneurs and small-business owners since 1963. During this week, the U.S. Small Business Administration honors small-business owners and entrepreneurs for their outstanding achievements through various awards.

SBA is currently seeking nominations from the public for exceptional entrepreneurs in the

categories of Small Business Person, Small Business Exporter of the Year, Phoenix Award for Small Business Disaster Recovery, Phoenix Award for Outstanding Contributions to Disaster Recovery, Small Business Prime Contractor of the Year, Small Business Sub-contractor of the Year, Dwight D. Eisenhower Award for Excellence, 8(a) Graduate of the Year, Small Business Development Center Excellence and Innovation Award, Veterans Business Outreach Center Excellence in Service Award and the Women's Business Center of Excellence Award

Buy Now To Get Your 2013 Tax Deduction

Save up to 15% In-Store



- 1. Core-Flex Seating Office Chair
- 2. Rocking Footrest
- 3. Sit to Stand Desk
- 4. Monitor Arms
- 5. Task Lighting

We offer ergonomic workstation evaluations provided by a highly trained staff member with knowledge on office ergonomics as well as our product solutions we have to offer.

Salt Lake City
 4844 S. Highland Dr.
 801.278.4567
 Mon - Sat: 10 am - 6 pm

Some exclusions may apply. See store for details. Offer ends 12/31/13.

FARMERS

from page 1

adding that those are areas “where they don’t understand.”

“We don’t have the influence that we need to be successful in getting policies passed that benefit America. ... We’re not afraid of hard work. Sometimes we work harder on the land than we do on influence. So my message today is we have to make sure we get involved in organizations that take our influence beyond our geographical area. Otherwise, we will continue to struggle with farm bills and policies that affect us.”

Balch also cited statistics that indicate that less than one farm in four generates gross annual revenues of more than \$50,000. And many small farms are being pur-

chased by larger farms, which in turn are being purchased by corporations “and we continue to have less influence on policies that affect us and our families,” he said.

Balch made a few other points during his presentation, including:

- About 21 million Americans are involved in the production, processing and sales of food and fiber. Thirty-one percent of their income is from exports.

- Only 1 percent of the U.S. population claims farming as their occupation.

- The U.S. has 2.2 million farms, which is 11,630 fewer than in 2011.

- Every dollar invested in agriculture produces a \$20 benefit to the economy. “You’re very good to the economy,” he said.

- Farmers are paying more for diesel fuel for their tractors be-

cause U.S. refiners are making big profits by exporting diesel to Europe, where it is used in passenger vehicles.

- The average age of food producers is 58, up from 56 in 2002. “If you’re younger than that, thank you for being here. If you’re older than that, get somebody to help you. We need ‘young,’” he said.

- Farmers and ranchers are getting a smaller percentage of

Americans’ money spent on food than they did in 1980. “That tells you that if you’re feeling more broke today than you did in 1980, there’s a reason for it: You’re getting less,” Balch said.

The figures and analysis Balch discussed were described as “shocking” by one audience member. Another, while leaving the session, surmised, “Well, I’m still waiting for the good news.”

SITLA

from page 1

nominations for the board’s consideration and approval. The Utah education community is the major beneficiary of revenues generated by SITLA-directed operations on state trust lands.

The charter requires that committee meetings be held approximately six months prior to any planned surface disturbing activities associated with the lease. Anadarko will be invited to attend committee meetings to present information on activities that could affect elk and deer habitat, such as seismic drilling, road construction, timing of activities as related to fawning and calving, location of access, and other disturbances. It is anticipated the advisory committee will hold its first introductory meeting prior to Jan. 31, 2014.

“With the endorsement of the Utah Board of Education, we’re moving forward with the Book Cliffs project,” said SITLA deputy director Kim Christy. “With input from wildlife biologists and hunting groups, along with Anadarko’s strong reputation for stewardship, we believe this project will be a win-win for everyone.”

SITLA board trustees have also approved the appointment of Dr. Elizabeth Tashjian to the Investment Advisory Committee, which advises the state treasurer on investment of the state permanent funds — currently valued at \$1.83 billion. SITLA’s contribution to the permanent funds was just under \$100 million this past fiscal year.

THE PRIVATE BANK

WELLS
FARGO



Wells Fargo Private Bank is pleased to recognize

Susan Mayo

Regional Director for Wells Fargo Wealth Management in Utah, for being selected by the Salt Lake Chamber as one of four Pathfinder award recipients for 2013. Pathfinders create new paths that promote the development and recognition of women in business.

Throughout her career, Susan has taken the time to understand her clients’ needs and what is important to them in order to help them succeed financially.

To learn more about Wells Fargo Private Bank’s approach to help clients build, manage and transition their wealth, please contact:

Susan Mayo

Regional Director, Wells Fargo Wealth Management, Utah

Phone: (801) 246-1462

susan.g.mayo@wellsfargo.com

wellsfargoprivatebank.com

Wealth Planning ■ Banking ■ Trust ■ Investments ■ Insurance

Investment and Insurance Products:

► NOT FDIC Insured ► NO Bank Guarantee ► MAY Lose Value

Wells Fargo Private Bank provides financial services and products through Wells Fargo Bank, N.A. and its affiliates. Deposit and loan products offered through Wells Fargo Bank, N.A. Member FDIC. Insurance products are available through insurance subsidiaries of Wells Fargo & Company and underwritten by non-affiliated insurance companies. Not available in all states.

© 2013 Wells Fargo Bank, N.A. All rights reserved. NMLSR ID 399801



Together we'll go far



Gitomer gives answers to questions from sales professionals

I get a ton of emails from people seeking insight or asking me to solve their sales dilemmas. Here are a few that may relate to your job, your life and — most importantly — your sales thought process right now.

Jeffrey, a company that installs gutter guards recently lost my business. I was solicited by their sales team twice. The second time I was in the market to buy. But their technique is different. They require both the husband and wife be home during their estimate. I do understand why they want both to be there — so they can eliminate any obstacles. However, my wife doesn't care, nor does she want any involvement in these type of decisions. I told them if they require this, I will take my business elsewhere. They simply stated, "Thank you," and hung up. They lost the sale, but I now have new gutter guards that were installed by another company. What is your take on this? Mike.

Mike, Old World salespeople are gonna die. In sales, it's called a one-legged sale when only one of the two deciders is in the room. Companies don't want to "waste their time" on someone who "can't decide without talking to their spouse" because the objection they use is, "I'm going to talk this over with my ..." The bottom

line is that company is rude, stupid and will lose people (just like they lost you).



JEFFREY GITOMER

First of all, men don't decide anything anyway! Only women decide. The woman will approve all decisions in any household. Don't take my word for it; ask any husband.

HERE'S THE SECRET: If you're in the business of sales, you're also in the service business, you're also in the people business, and you're also in the friendly business. Anyone who says, "I'm not going to give my sales presentation unless both decision makers are in the room," doesn't fully understand that concept. But that's the bad news for them. The good news is you can call their competition and coach them on what to do correctly. Somebody obviously did. Best regards, Jeffrey.

Dear Jeffrey, my company delivers mobile dictation and transcription service to field workers in IT and healthcare, saving these people time in reporting. Lately I have been promoting the service to sales professionals. I have written several 30-second commercials for this but keep running into all sorts

of objections. Salespeople are difficult prospects and I'm constantly trying to find the right pitch. How would you approach the market of sales professionals and sales management? Do I need two different approaches? Gerhard.

Gerhard, no. You need one approach. Every salesperson who has a CRM, whatever it is, is required to put stuff into their computer on an everyday basis for every sales call they make and there's one universal truth about it: they all can't stand it.

But if you could get them to record something on their laptop immediately, like a two minute, this goes here, this goes here, and you could actually do their CRM entering for them... Oh baby! Their boss would buy it, they would buy it, their CEO would buy it and their spouse would buy it. Everybody would buy it and they would pay double.

The problem is you're trying to sell your service instead of giving them an answer that they're looking for. Big mistake. Don't tell me what you've got. Sell me what I perceive that I need and then I will buy. Best regards, Jeffrey.

Jeffrey, I'm an independent commercial real estate lender and commercial real estate mortgage broker. I'm trying to link up with

referral sources such as CPAs, commercial realtors, financial planners, etc. Do you have suggestions for a thought provoking question or line of conversation to help me connect with these folks and open the door to more meaningful dialogue? Dennis.

Dennis, dude, you're providing them with money. You're helping them get deals done. Why don't you ask them questions like, "What do you think about when your deal doesn't go through?; Do you think that there's another alternative way?"; and then follow with, "My name's Jeffrey, and I would love to be your secondary source for the deals that don't make it. If I can prove myself on a couple of them, maybe I can earn my way to becoming your primary source. Fair enough?"

All the people you're talking to in the real estate business only want to get a deal done. That is their primary objective. It doesn't matter what the interest rate is. It doesn't matter where they get the funding. They only want to get the deal done. If you can be a person who can help them get the deal done, they will use you. Best regards, Jeffrey.

Jeffrey, I am a devoted reader of your weekly email magazine

and a fellow Phillies fan. I'm not a salesperson by title, but as GM-turned-entrepreneur, selling is a vital skill, and your insightful information is greatly appreciated, not to mention it just makes sense. My strengths are more on the production and supply side, so I was wondering if you had any advice on how to find qualified salespeople in specific industries. I have several products that I'd like to develop sales channels for, but I'm not sure where to begin effectively. Rob, chief cook and bottle washer.

Rob, qualified salespeople are already working someplace else. You must attract them with reputation, range of salary and incentives and social proof that you're great. Look for people in related industries or directly at your competition. Ask your vendors. Ask your customers who they love to buy from. Search LinkedIn by keyword to see who may be "looking for career offers." Go Phillies! Jeffrey.

Jeffrey Gitomer is the author of 12 best-selling books including The Sales Bible and The Little Red Book of Selling. His new best-selling book, 21.5 Unbreakable Laws of Selling, is now available.

© 2013 All Rights Reserved.

The Candy Bomber

Thu. Dec. 5, 8:30PM **Sun. Dec. 8, 4PM** **Tue. Dec. 10, 8:30PM**

See the inspiring story of the Utah pilot whose simple gesture of goodwill during the Berlin Airlift won the hearts of a former enemy and made him a hero to people around the world.

FUNDED BY

- George S. and Dolores Doré Eccles Foundation
- Sweet Candy Company
- Robert D Kent, Jr. Charitable Trust
- The contributing members of KUED

kued.org | **KUED 7**
The University of Utah

Opinion

In the fall the best forecast is for hurricane-force winds

A week or so ago the weather forecast was just about as good as it gets at this time of year in my time zone: "Winds 35-45 mph with gusts to 65." My response: "At last." Why does this kind of forecast raise my spirits? Leaves, that why. And not just any leaves, but the leaves from my neighbor Dave's monster elm tree.

You see, the prevailing breezes in my Bountiful neck of the woods come down the canyon from the east and Dave's elm tree — at 65 feet tall — sits just on the uphill, east side of our shared property line. So, does Dave have to worry about the 75 cubic yards of leaves that his elm produces? Not in the slightest. Oh, he may end up with a couple of dozen of those big old leaves on his lawn but the majority of them end up right outside my front door.

So, the best thing that can happen come about the middle of November is a day of gale-force winds to turn my problem with Dave's leaves into a problem for Mark, or Joseph, or Scott or Eric on down the street.

And this was a perfect storm. Usually I have to rake the offenders to the front of the yard before the winds come — just to make sure they get up in the Gulf Stream. But this year most of them were still on the tree where they could become airborne and never even have to touch down at my place before they became someone else's problem.

But, despite my best-laid plans, Mother Nature punished me again. The storm came as scheduled, but the high winds were preceded by a breeze just strong enough to dislodge the leaves and deposit them on my lawn. Then came some rain and about a half inch of snow — enough to glue the leaves to the grass and leave them impervious to the promised high winds. Come morning, Dave's quarter-ton deposit was right where it is most autumns.

Don't get me wrong. I love the outdoors and I love working in my yard. But, my job doesn't allow as much time as I would like to manicure and caress — and it surely doesn't allow for dealing with Dave's

elm droppings. Besides, by this time of year I've moved on to indoor pursuits. I have no patience for football time being reduced by leaf raking.

Leaf raking has got to be one of the most ridiculous tasks that humans do. Evolution has brought us to this? Who ever thought up the idea that we are supposed to rake them off the grass? I'm convinced that if humans had rebelled against raking millions of years ago, grass would have developed a natural immunity to the effects of rotting leaves. Or maybe leaves would have come up with a way to do away with themselves — like snow does in the spring. Does anyone shovel the snow of the grass? It just takes care of itself.

Of course, Dave's elm leaves aren't the only raking I do before Thanksgiving. I have a few fruit trees, a honey locust and a pretty little tree — can't remember its genus or species — that produces those whirligigs the kids love to play with. But they always drop their leaves early enough that they are already rotting in the garden before Dave's sinister elm attacks. I can deal with them.

After last fall passed without any winds to speak of, my wife got tired of my carping and bought me a great little two-cycle leaf blower. Its biggest advantage has been reducing the time it takes to get major-league stacks of leaves to the front of the yard before the winds begin. On Saturday I also discovered that if I can get leaves high enough in the air it doesn't take near the wind velocity to send them on their way to other parts of the neighborhood. That just wasn't possible, pre-leaf blower.

Well, I finally got the bulk of Dave's castoff leaves into a half dozen big piles on Saturday. But I ran out of daylight, so the bagging will have to come on another day — provided the canyon winds don't redistribute them. That evening, well after dark, I was dispatched to bring in the mail and as I passed those hulking piles I could have sworn I heard them laughing at me.

It turned out to be Dave.

John Rogers is the managing editor of The Enterprise. He can be reached by email at john@slenterprise.com.



JOHN M. ROGERS

Flexibility will keep you from being bent out shape

You've seen it, haven't you? You're in a management meeting, addressing a challenge the company is facing, and the executive overseeing that aspect of the business won't hear it. Despite the evidence that the current approach isn't working, regardless of the viable options others are recommending, he just can't imagine handling the issue any other way. So he digs in his heels and insists on doing things the way they've always been done. Sure enough, down the road the damage is so undeniable that he eventually caves and allows for other solutions — but it may be too little too late.

Blessed are the flexible, for they shall not be bent out of shape. This is sort of my own personal beatitude, and time and again I've seen it apply to so many aspects of business and life. As a financial strategist and retirement planning specialist for more than four decades, I've always insisted on flexibility for my own plans, as well as those of the people I coach.

Let me illustrate with this example. If you were to take off from Salt Lake City International Airport here in Utah, headed for an around-the-world journey right back to Salt Lake, what would happen if you started one degree off course? If you never corrected that one degree, you would be 500 miles from your take-off point when you returned. That's how much of a difference just one degree can make.

Now apply this principle to a lifetime of savings. I have long insisted on flexibility in financial planning, so if at anytime life throws a curve ball, you can redirect your course and get back on track. Maintaining the utmost liquidity is critical so you can have access to your cash, make changes, put more money aside, or take money out without a penalty.

I know all too well about those curve balls. In my *Missed Fortune* series of books, I share the story of how my wife and I built

a beautiful 6,400 square foot home back in 1978. The home appraised for double what we had built it for when it was completed. We did not pay a down payment. (I have never satisfied a down payment with cash out of my own pocket when acquiring real estate.) We did not make extra principal payments against our mortgage. The appreciation on the home was due to the strong market at the time. We thought we had the world by the tail. That was, until a series of unexpected events reduced our income to almost nothing for nine

months. We sold a duplex we owned to bring the delinquent mortgage payments current. We then sold a timeshare to bring it current again. But eventually we had to sell. By then, the market had turned soft and we watched our home plummet from \$300,000 in value to an eventual foreclosure in 1982. We lost the \$150,000 of equity we had tied up in our house — an investment that wasn't liquid. From that day on, I knew leverage wasn't what got me in trouble; flexibility was the key, right alongside lack of safety, liquidity and rate of return.

Frankly, this also why I don't own an IRA or 401(k) and never will — and why I advise people against it; because if you touch the money before age 59 1/2, there's a 10 percent penalty. That's not flexible. You wouldn't believe how many other financial plans I've witnessed in my career that lack flexibility.

Optimally, you want a plan that provides the kind of flexibility that allows you to access your money when you need to. And you want to be able to add even more to it when you can. Beyond flexibility, you want a plan that, under Internal Revenue Code guidelines, allows you to sock away as much money as possible and have it taxed-advantaged, or even tax-free.

There are these kinds of plans — ones that provide flexibility, liquidity, safety and

rate of return. You could compare these kinds of plans to a bucket where you're going to deposit your cash. With these plans, the IRS only allows you to fill up your bucket under certain guidelines. Let's say you wanted to be able to set aside up to \$100,000 a year. You could do that. After five years, if you wanted to reposition some of your \$500,000, you could — because your bucket is flexible! (A "bucket" could be set up to accommodate \$50,000 per year, or it could be for just \$5,000 per year for a child's college education).

So, if you had an impending event like the sale of a property, business or an inheritance, you could set aside \$5,000 a year, even though the IRS would've allowed you to set aside \$100,000. You now have \$95,000 of room you make up if you want. That's called "grandfathering" yourself to be allowed to set aside money under the same tax laws that existed at the time you established your "bucket." But, you're not

obligated to ever put in the money. Or if you put in \$100,000, you could coast for 10-15 years without adding a dime. If you needed cash for an emergency, you could access \$70,000 if you needed to without a penalty. That's what I mean about flexibility.

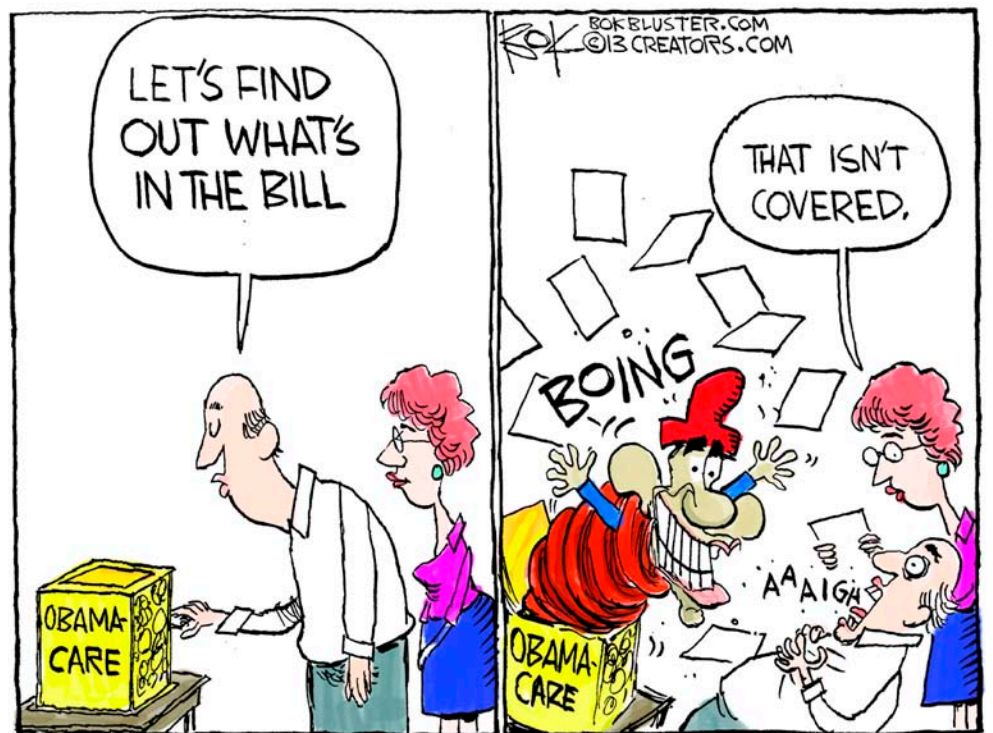
Now, decades after my own harsh lesson in life, I've been able to help not only myself and my family, but literally thousands of people across the country approach their financial planning with flexibility, liquidity, safety and rate of return. It's enabled them to enjoy abundant lives that have benefited their families, businesses and charities. So yes, indeed, blessed are the flexible — for they can also bless others.

And as you approach your financial planning, work responsibilities and personal life, remember the beatitude. Because the last thing you need is to be bent out of shape.

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



DOUG ANDREW





is proud to present

Douglas R. Andrew

**a New York Times and Wall Street Journal #1 Best-Selling
Author and National Radio Show Host**

12 KEYS TO A MEANINGFUL TRANSFORMATION TO THE TOP OF YOUR INDUSTRY AND BEYOND

Professional Secrets that will Transform Your Career and Entrepreneurial Practice

Tuesday, December 17

12:00 – 1:30 PM with Q & A after

Utah Educational Institute

Old Mill Corporate Center

Southeast quadrant of I-215 Belt Route

6340 S. 3000 E. Suite 270

Salt Lake City, UT 84121

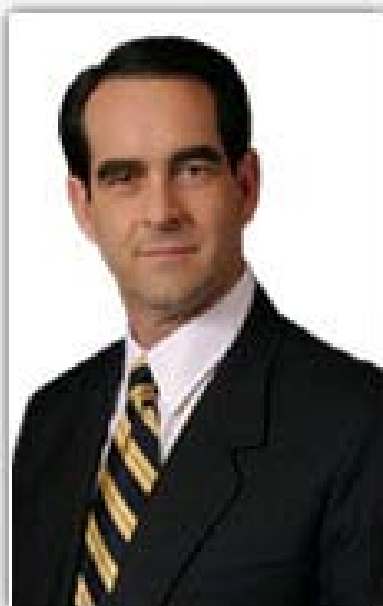
Tuition is \$99, Seating is Limited

(Classroom style. Lunch included.)

Register by calling 801-262-8900

or toll-free 888-987-5665 or go to

www.MissedFortune.com/Enterprise



This presentation is a synopsis of what Doug has invested well over \$3 million in his entrepreneurial career to learn and apply for a life of success and abundance. Doug has presented twice at the Genius Network Mastermind Group (200 of the top entrepreneurs in America) about how to create predictability in your business and life and how to go from inspiration to motivation to implementation to grow ten times in your business. Doug's presentations were captured and distributed to all attendees by popular demand following both Genius Network Mastermind conferences. Subsequently Doug is being featured in SUCCESS magazine during the first quarter of 2014. For subscribers of SUCCESS magazine, Doug prepared a special 1-hour DVD presentation on, "Twelve Keys to a Meaningful Transformation to the Top of Your Industry and Beyond". Because Doug is a weekly columnist with The Enterprise, we have invited Doug to present this valuable information as a sneak preview to our subscribers in an effort to help Utah Businesses make 2014 the best year ever for their business and for continued exponential growth thereafter. Doug has trained more than 3,000 entrepreneurs including some of the most prominent CPAs and tax attorneys in America and continues to mentor many of them. Kick-Start the new year with insights into how to take your business to the next level and beyond.

INSIDE

Expanding manufacturing

The president of UMA is leading an effort to expand the role of manufacturing in Utah's economy.

page 14

Medical device industry

A panel of experts at the recent BioUtah conference thinks the state's medical device industry may need to adjust its focus.

page 16

An environmental proposal

Utah companies are encouraged to sign up for the economic and environmental benefits of Clean Utah.

page 20



Manufacturing List:

Top manufacturing counties
page F3

Issue Sponsor:



FOCUS

MANUFACTURING



A pipeline predicament

Utah manufacturers are facing a problem that doesn't look like it will be resolved anytime soon — a lack of skilled workers

Brice Wallace
The Enterprise

It's a problem that's been years in the making and is expected to be years in the solving. It's been a focus for industries, associations, politicians, academics and others. It has widespread ramifications for Utah's economy.

It's the shortfall in Utah manufacturers' search for skilled workers.

"It's definitely near the top of concerns," said Todd R. Bingham, president of the Utah Manufacturers Association (UMA). "Obviously, the average age of someone in the manufacturing industry is 43 or 44 years old, and that's significantly higher than we'd like to see it. With baby boomers retiring and the lack of individuals entering the manufacturing workforce, it's going to be a challenge in the next 10 to 15 to 20 years to try and replace those individuals. It's something that's very highly ranked right now, and we've got to start moving the needle on filling the pipeline."

Bingham said that nationally, about 250,000 manufacturing-type jobs need to be filled, ranging from those requiring four-year degrees, down through process automation to industrial maintenance to machinists to welders.

"For every engineer the industry hires, it needs another six to seven

technician types of jobs for any type of manufacturing field, whether that be a process technician or a setup technician or something with automation," he said. "And many of those [require] two-year degrees, technical types of degrees, or even four-year types of degrees."

When visiting this summer with colleagues from 40 other manufacturing associations from across the country, he said, he discovered "we're all in the exact same situation."

But how did it all start? Bingham said that about two decades ago, the education system — perhaps unintentionally — veered away from technician and vocational tech training and toward a system giving students the idea that without a four-year degree, they would not get a "worthwhile" career.

"And that's just simply not true," he said. "In our industry, we need the engineers and we need the science degrees and we'll continue to push for those, but for many of those students who don't choose that as a career, there are lots of other avenues in the technical training arena."

Now, he said, "we're realizing that we need 'all of the above'" because there are gaps in various trade positions and in STEM (science, technology, engineering and math) positions.

"Some of it continues to be a discussion on generational differences and how

do you motivate today's youth to go into those degrees," Bingham said. "Some of them just simply see it as being too difficult and are picking different avenues. As an industry, we've got to do a better job to recruit those kids."

Make no mistake, the UMA is no lone voice crying for help. Plenty of other folks have spoken in recent years about Utah's need for skilled, educated workers in a variety of industries, including manufacturing. A keen eye will notice that the push for a better-educated populace in Utah — Gov. Gary Herbert and others have a goal of having 66 percent of Utah's adult workforce holding a postsecondary degree or certificate by the year 2020 — includes certificated and two-year degrees as well as four-year degrees.

This past spring, panelists at the Governor's Economic Development Summit spoke about ways to boost the current figure, which is 43 percent. Matthew S. Holland, president of Utah Valley University, said that the public, with the help of the business community, must "speak, act and move in a way" to support institutions that provide four-year degrees but also "really enshrine, fund and complement and give respectability to those other degrees — the certificate, the two-year degrees, etc."

Initiative would have the goal of expanding manufacturing in Utah

Manufacturing is a key component of a modern society, enabling people to build the goods and products they need to eat, live, entertain and protect themselves.

The business of making things with utility and adding value to raw materials is the essence of manufacturing. In fact, if you look around you in any room, 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.

The Utah Manufacturers Association represents more than 800 manufacturing companies across the state and has become a key force in continuing to drive economy and a business climate that is conducive to the manufacturing industry in the state.

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:

- Grows the economy.
- 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.
- Competes internationally. 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.
- Generates productivity increases. 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.

- Pays the taxes. Manufacturing has been an important contributor to economic growth and tax receipts at all levels of government, contributing one-third of all corporate taxes collected by state and local governments.



TODD BINGHAM

- Yet U.S. manufacturers are challenged as never before. They are on the front lines of the most intense global competition in history, where 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 and 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 their employment is 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 the 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. In cooperation with GOED, SLCC, UCAT, DWS and USHE, 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:

1. 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.
2. Develop ownership and agreement from industry leaders and government to

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 Products
Fabricated Metal Products
Machinery Manufacturing
Computer and Electronic Products
Transportation Equipment
Medical Device Manufacturing
Sports and Outdoor Equipment
Pharmaceuticals Manufacturing
Nutraceuticals Manufacturing
Foundries

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

4. Establish industry agreement on strategy and priorities.

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

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

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

8. Establish continuous improvement mechanism through UMA.

Manufacturing Initiative Guiding Principles:

1. Industry led initiative with key leader engagement.

2. 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.

3. Return on investment for time and money spent.

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

5. 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 prior to the 2013 session and 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.

Todd Bingham is the president of the Utah Manufacturers Association.



ITS STEEL SKELETON IS ONLY MATCHED BY OUR STEELY RESOLVE TO DO THE JOB RIGHT.

Have you ever known someone who would give you the shirt off their back? Who you'd trust with your checkbook? Who'd deliver on their word no matter what? Who wouldn't just show up, but show up with a smile? Someone whose motto reminds you of what your dad always said, "If you're gonna do the job, do it right the first time."

If so, there's a reasonable chance they're one of the do-or-die people at Big-D Construction, named "Best of State" three years in a row. And what exactly is Big-D so passionate about? Two words: Your project.

Call 800.748.4481 or visit www.big-d.com



BioUtah panel discusses methods for boosting medical device industry

Brice Wallace

The Enterprise

A recent gathering of Utah experts in the realm of medical device development yielded a wide range of suggestions for boosting the industry.

A panel at the Utah Life Science Summit, presented by BioUtah, tossed out several ideas, including having the industry narrow its focus, making companies aware of both international opportunities and threats, and having state government match research grant funds.

Kelvyn Cullimore, president and chief executive officer of Dynatronics, said Utah is viewed as an innovative center for medical devices but the state's companies need to decide what the industry's focus should be.

"There have been some times in the past where we have talked about wanting to bring big companies in, trying to make this a headquarters and things of that nature. Really, I believe we should focus on what our strength is, and that's innovation and trying to grow companies from the ground up and then getting them to a stage where they can be recognized and provide jobs but ultimately maybe bought out by other companies," Cullimore said.

"Some think that's a bad thing, that we start a company here and then it gets bought out and gets taken away. I don't personally

view that as necessarily a bad thing. I think as we continue to innovate and become known for that, we [will] attract a lot of capital into the state."

Jared Bauer, CEO of Exuro Medical, said Utah medical device companies need to concentrate on the fundamentals of the industry, which include working to shorten the amount of time it takes to perform a medical procedure, simplifying patient activity in connection with a procedure and cutting healthcare costs.

"As we look to how Utah can be successful, I believe it's just that," he said. "I believe that Utah has the ability to be more successful in medical devices if we focus on those things: how do we simplify everything from start to finish?"

Several panelists talked about national and/or international issues weighing on Utah's industry. A lack of institutional and venture capital has resulted in medical technology companies having trouble getting needed funding for growth. Tax incentives remain low in the U.S. while other countries are offering tax credits to lure engineering jobs and operations inside their borders. Corporate tax rates are high in the U.S. The medical device tax needs to be repealed and the government agency review process needs to be speedier, they said.

"When you talk about what the future is for medical devices in Utah, I don't think that can be done without looking at the national perspective," Cullimore said. "Medi-

cal devices in general are very much a national and international kind of a stage. To think that you can do something that's just local is not practical."

Utah device companies also need to broaden their scope geographically, Bauer said.

"I believe strongly that we should be looking at a global perspective. I hear a lot in the medical device community in Utah about the U.S. and about Europe and about Asia, but there's a lot missing from that spectrum. ...

"And we see our growth as a company over the last 12 months has come not from the U.S., not from Europe and not from Asia, but from the other smaller markets or the other markets around the globe that are often looked over, they're not seen as incredibly important, [or] they don't bring a lot of revenue to the table. And yet we're able to make smaller investments there and have a more substantial increase in sales, percentage-point-wise, because the competition is so much less."

Shawn Fojtik, CEO of Control Medical Technology, had several ideas for growing the medical device industry in the state. One called for industry experts to reach out or "reach back" to universities. He said the room contained a lot of talented people who could "teach these young entrepreneurs from the business, the engineering or the med schools about how to evolve a product. ... They've got great ideas and they need a

little mentoring."

Fojtik also said Utah medical devices companies should "buy Utah" whenever possible. Using Utah companies for various jobs will help the industry in the long run, he said. "The more we give them business, the more we build up their base, the better and faster they will be for our future projects, he said.

Rich Linder, corporate vice president and president of heart and vascular for Remedy Informatics, looked for state help to boost the industry. He suggested having a component of the Utah Fund of Funds to support early-stage companies. He also pushed for state matching funds for companies awarded Small Business Innovation Research and Small Business Technology Transfer grants.

"Imagine if we had a matching component from the state," Linder said. "I think that would accelerate development."

Cullimore said the future "looks very good for medical devices in Utah" and that, if given a choice again, he still would start a device company in Utah, even in today's challenging environment.

"Because one thing my father always taught me and I believe is true, it's that the cream always rises to the top," he said. "If you have a good idea, there's going to be a path to commercialization, and it can be done if you have the right help."

It's easier to build a case
when you've already
built trust.

EXPERTISE. VISION. INTEGRITY.

It's the way we work for clients. The way we run our firm.

And the way we live our lives.

Durham Jones & Pinegar is a leading law firm with offices in Utah and Nevada, offering a spectrum of services in more than 20 specialized fields. These include Business & Finance, Commercial Litigation, Intellectual Property, Estate Planning, Real Estate, Bankruptcy, Employment, Family Law and more.

The firm was named No. 1 in Utah for its business and transactions law practice by Super Lawyers.

Durham Jones & Pinegar is Utah's sole member of the World Services Group — the second largest professional services network in the world.

Facebook: www.facebook.com/durhamjonespinegar

Twitter: www.twitter.com/durhamjones

~www.djplaw.com~

DURHAM
JONES &
PINEGAR



man-made
IS MADE 100% WITH TOOLS THAT
NEVER LIE DOWN ON THE JOB

INDUSTRIALSUPPLY

WWW.INDSUPPLY.COM
800.288.3838

At Industrial Supply, we salute those who put their shoulder to the wheel to design, create, and build the man-made things that keep our world moving. That's why manufacturing companies throughout the Intermountain West have put their faith in us to provide the very best tools to get the job done. Industrial Supply—where man-made is celebrated.

SALT LAKE/OREM/OGDEN/ELKO/LAS VEGAS/ROCK SPRINGS/GILLETTE



WMH | **TOOL GROUP®**



Top Ten Manufacturing Counties in Utah

Ranked by Number of Manufacturing Establishments

County Name	# of Manufacturing Establishments	Total Non-Farm Workforce	County Average Wage	Top Manufacturing Establishments in County
	Total County Population	Manufacturing Workforce	Manufacturing Average Wage in County	
Salt Lake	1,657	610,949	\$3,916	L-3 Communications
	1.04 million	52,529	\$4,809	Merit Medical Systems
Utah	601	194,912	\$2,864	IM Flash Technologies
	530,700	16,733	\$4,031	Nestle USA US Synthetic Corp.
Davis	286	107,235	\$3,322	Lifetime Products, Inc.
	312,600	10,741	\$4,410	Lofthouse Bakery Products, Inc. Utility Trailer Manufacturing Co. Alliant ATK Space Systems Inc.
Weber	253	93,534	\$2,953	Autoliv
	233,200	12,144	\$4,291	Fresenius USA Manufacturing, Inc. Kimberly-Clark Worldwide, Inc.
Cache	228	51,570	\$2,498	E A Miller
	114,700	10,735	\$3,392	Icon Schreiber Foods, Inc.
Washington	178	49,169	\$2,481	Deseret Laboratories, Inc.
	141,200	2,629	\$2,797	Viracon, Inc. St. George Steel Ram Manufacturing Wilson Electronics, Inc.
Box Elder	76	16,414	\$2,858	West Liberty Foods, LLC
	50,400	2,858	\$4,171	Autoliv Thiokol Corp. Malt-O-Meal Co. Nucor Steel Vulcraft
Iron	73	15,182	\$2,256	The Smead Manufacturing Co.
	46,700	1,243	\$3,388	Ampac Corp. Genpak, LLC Metalcraft Technologies, Inc.
Summit	61	26,158	\$3,458	Triumph Gear Systems, Inc.
	37,200	787	\$4,454	Skullcandy, Inc.
Tooele	41	15,400	\$3,021	US Magnesium, LLC
	59,100	1,686	\$4,350	Detroit Diesel Remanufacturing, LLC Morton Salt, Inc. ATI Titanium, LLC
Statewide	3,701	1.26 million	\$3,272	N/A
	2.58 million	117,390	\$4,337	

What do Utah manufacturing employees make?

The Utah Department of Workforce Services provides wage data for various occupation titles statewide. This table lists common manufacturing positions in the state and the corresponding mean wages.

Title of Position (SOC Code)	State of Utah	National Comparison
General & Operations Managers (11-1021)	\$81,930	\$113,100
Managers of Production / Operating Workers (51-1011)	\$50,330	\$56,170
Industrial Machinery Mechanics (49-9041)	\$43,540	\$47,100
Team Assemblers (51-2092)	\$28,140	\$29,220
Helpers – Production Workers (51-9198)	\$22,980	\$24,240

Sources: Utah Department of Workforce Services and the U.S. Bureau of Labor Statistics



MEP's 5P Strategy Gets Your Business To The Next Level



PEOPLE



PRODUCT



PROCESS



PLANET



PROFIT

Find Out How At
MEP.ORG



GET TO THE NEXT LEVEL

Companies can help themselves - and the environment - with Clean Utah

"It's the most wonderful time of the year," crooned singer Andy Williams about wintertime and the holiday season. Many would agree; others would side with writer Charles Dickens in his novel, *A Tale of Two Cities* when he penned these opening words: "It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair, we had everything before us, we had nothing before us, we were all going direct to heaven, we were all going direct the other way — in short, the period was so far like the present period, that some of its noisiest authorities insisted on its being received, for good or for evil, in the superlative degree of comparison only."

Two seasons each year — summer and winter — bring weather inversions to many of our valleys. Natural causes and man-caused elements contribute to this inversion that is visible whether we are walking or driving in the middle of it or view from afar from higher elevations. Inevitably the debates renew on what — or who — is causing it and what can be done about it. Wouldn't it be nice if we could do something instead of just talk about it?

No matter what side you come down on these issues, there are common sense actions that we can take to make a differ-

ence ("Shut the door, I'm not trying to heat the whole neighborhood!" says the father to his son standing in front of the open door).



PAUL
OLSEN

Government and businesses have joined together to promote car pool, mass transit, zero-idling, etc. There is also a voluntary program through the state's Department of Environmental Quality that is year-round in scope, more comprehensive and promotes conservation projects that are measurable as to their benefits to a company as well as to the community.

It is called Clean Utah.

The Clean Utah Program is a voluntary statewide environmental leadership and recognition program that encourages and rewards Utah businesses and other permit holders for going beyond compliance to preserve and protect Utah's environment and is administered by the Utah Department of Environmental Quality's Pollution Prevention Program. To be considered for the program, members must demonstrate compliance with federal, state and local environmental laws.

The goal of the program is to have companies incorporate pollution prevention practices into all aspects of operations resulting in environmental improvements including source reduction, reductions of air emissions, reductions of hazardous materials, conservation of water and energy conservation.

Members can participate in one of two tracks: 1. Silver, requiring an environ-

mental management system (EMS); or 2. Bronze, not requiring an EMS.

What is an EMS?

An EMS is a continual cycle of planning, implementing, reviewing and improving the processes and actions that an organization undertakes to meet its business and environmental goals. Most EMSs are built on the "Plan, Do, Check, Act" model. Members must actively work on projects and will be required to document results in an annual report.

Any Utah company may apply to become a member of Clean Utah, no matter how large or small or what type of business sector it belongs to. What qualifies a company for membership is that it recognizes it can voluntarily do things for itself that will have positive impacts internally as well as for the community in which they live. And with levels of participation, companies can decide for themselves the degree of involvement they want to take on. In other words, the whole program is scalable both to size of company and level of participation. You choose. At least you are not just talking about the weather.

What does a company want to work on? It decides. The core project areas are waste reduction, water management and air emissions. Other suggested projects are transportation, recycling/reuse, procurement, energy conservation and land use management.

How does a company benefit by becoming a member? All Clean Utah participants will be eligible to participate in publicity and an annual meeting with DEQ policy

leaders. Incentives may be negotiated based on site-specific conditions and the ability of the DEQ program to provide them. The Clean Utah application will include a space for the applicant to indicate the incentives of interest. Incentives offered by DEQ may include:

- Access for members to a coach that serves as a single point of contact.
- Free assistance with EMS development.
- Access to training.
- Selected permit enhancements.
- Facility specific incentives.
- Links on the Clean Utah website.
- Networking opportunities.
- Participation in the annual Clean Utah members meeting.
- Recognition plaques presented to partners.

Partners reported an economic benefit of \$686,618 from programs implemented through Clean Utah.

And what benefits does the community receive? If every company in Utah participated even at the entry level of Clean Utah, we would find economic benefits for companies and communities alike and major improvements to our environment. So, "shut the front door" and do something. You decide. Are we living in the best of times or the worst of times?

Paul Olsen is a manufacturing consultant. He was formerly with MEP Utah in public relations and business development.

Expect MORE than just a policy

- Business Consulting
- Online HR Library
- Background Screening
- Payroll Services
- E-Mod Analysis
- Early Return To Work Resources
- Safety Program Resources
- Employee / Group Benefits
- Surety Bonding



Kay Howland | Aaron Griffith | Brandon Marchant

beehiveinsurance.com/manufacturing
801-685-6860 | 800-323-6303

PIPELINE

from page 13

Earlier this year, Lt. Gov. Greg Bell stressed that students considering college need to know that plenty of options exist, including attending applied technology colleges to get certifications that lead to high-paying jobs in manufacturing.

This summer, a legislative committee heard corporate executives testify that they cannot find enough Utahns skilled or trained for certain roles, especially in technical roles. A few said they must turn to out-of-staters because the available Utah talent pool lacks people with certain skills, whether it be expertise in specialized sciences or in skilled, hourly-paid manufacturing activities.

This spring, while speaking in Salt Lake City, U.S. Sen. Orrin Hatch pushed for using undocumented workers as a way to help U.S. companies fill their needs for skilled, advanced-degree employees because “at least right now, there are not enough Americans trained and ready to fill these jobs.” Allowing more skilled immigrant workers could give U.S. companies better access to the labor they need while giving the nation time to address the long-term need to invest in STEM education, he said.

Bingham used the analogy of a pipeline to describe how the skills gap and workforce development issues must be addressed. Rather than seeing it as an issue at the end of the pipeline, “you have to fix it by putting butts in seats at schools and filling the pipeline, which means changing the perception of today’s youth about what manufacturing is,” he said.

“If they don’t understand that manufacturing produces a [high] quality of life and that these are jobs that pay 28 percent higher than the average state wages, that these are living-wage jobs, then there’s no real interest for them as youth to come into the industry.”

In many ways, the issues will be addressed through education: teaching teachers and counselors about the realities of the industry, teaching students and their parents about opportunities there, and learning about what sparks the interests of students and parents.

The perception problem will be addressed over the next few years as the industry develops public relations and marketing campaigns targeted at high school students and even those in lower grades “to help them understand that this is not your grandfather’s manufacturing industry,” Bingham said.

“Without changing what that perception is — both the students’ and the parents’ — we’re not going to fill the pipeline. And if we don’t increase the number of students going into the pipeline, we’re going to have the same problem over the next 15 to 20 years, which is, yeah, we’re putting kids out of the pipeline; we’re just not putting enough of them out.”

In a similar vein, some students are worried that every manufacturing position requires so much math “that we’re kind of scaring them off a little bit,” he said.

Students also need to realize that manufacturing-related degrees have “marketplace relevance,” Bingham said. Parents and students need to understand that that’s where the opportunities are, he said.

“Students need to do what they love, no question, but we need to focus on degrees with marketplace relevance, and many of those are in manufacturing.

“The degrees we’re looking at, in some ways there has been a lot of discussion that these are just low-tech degrees, and that is not true. ... We need degrees from top to bottom. If a student is not interested in going into engineering or a science-based degree, there are lots of opportunities out there, whether it’s assisting to build the tail section of the 787 Dreamliner or working for a military communications company or process automation for a food processing company. Those are all technical-trained degrees that have marketplace relevance that are marketable across the country

— stackable credentials and transferable types of degrees — and that’s what we want today’s students to know.”

The Utah Manufacturers Association has spent the past year on a Utah cluster acceleration partnership with the Governor’s Office of Economic Development and the Utah Department of Workforce Services to identify the challenges and opportunities that exist for manufacturing in Utah, and workforce education and development is a big part of that activity. Upcoming phases will identify specific strategies to address the workforce needs and skills gap in manufacturing, including how to partner with the education community to solve those problems, Bingham said.

“We have to start now,” Bingham said. “We can’t afford to lose another generation that doesn’t understand manufacturing and doesn’t have an interest in it, because if our companies are going to expand and continue to drive the economy in Utah, we’re got to have an adequate

workforce to meet that need.”

The shortfall situation has taken years to morph into its current state, and Bingham acknowledges that the activities under way will not address the skills gap over the next six to 18 months. Best-case scenario, students graduating over the next couple of years will discover “an industry that has careers waiting for them at significantly higher-paying wages than many industries,” Bingham said.

“Obviously, it is a long road and we need a strategy that gets us from Point A to Point B as quickly as possible, but I don’t think there are any misconceptions that this is going to take some time. However, we all do agree that we have to start now,” he said.

“We simply can’t keep kicking the can down the road on how to fill the pipeline, and we need to start now so that in 10 years, when these companies are ready to truly expand, that we have that workforce.”



Single Source Electrical & Telecommunications Provider

Design-Build Construction • Mission Critical • Routine & Emergency Electrical Service
Electrical Construction — Commercial & Heavy Industrial • Transmission Lines & Substation Construction
LEED AP Certified Professionals • Fiber Optic Installation, Testing & Service
TeleData Communication Wiring — Voice and Data • Multimedia
Industrial & Commercial Security • Network Design & Implementation



CACHE VALLEY ELECTRIC

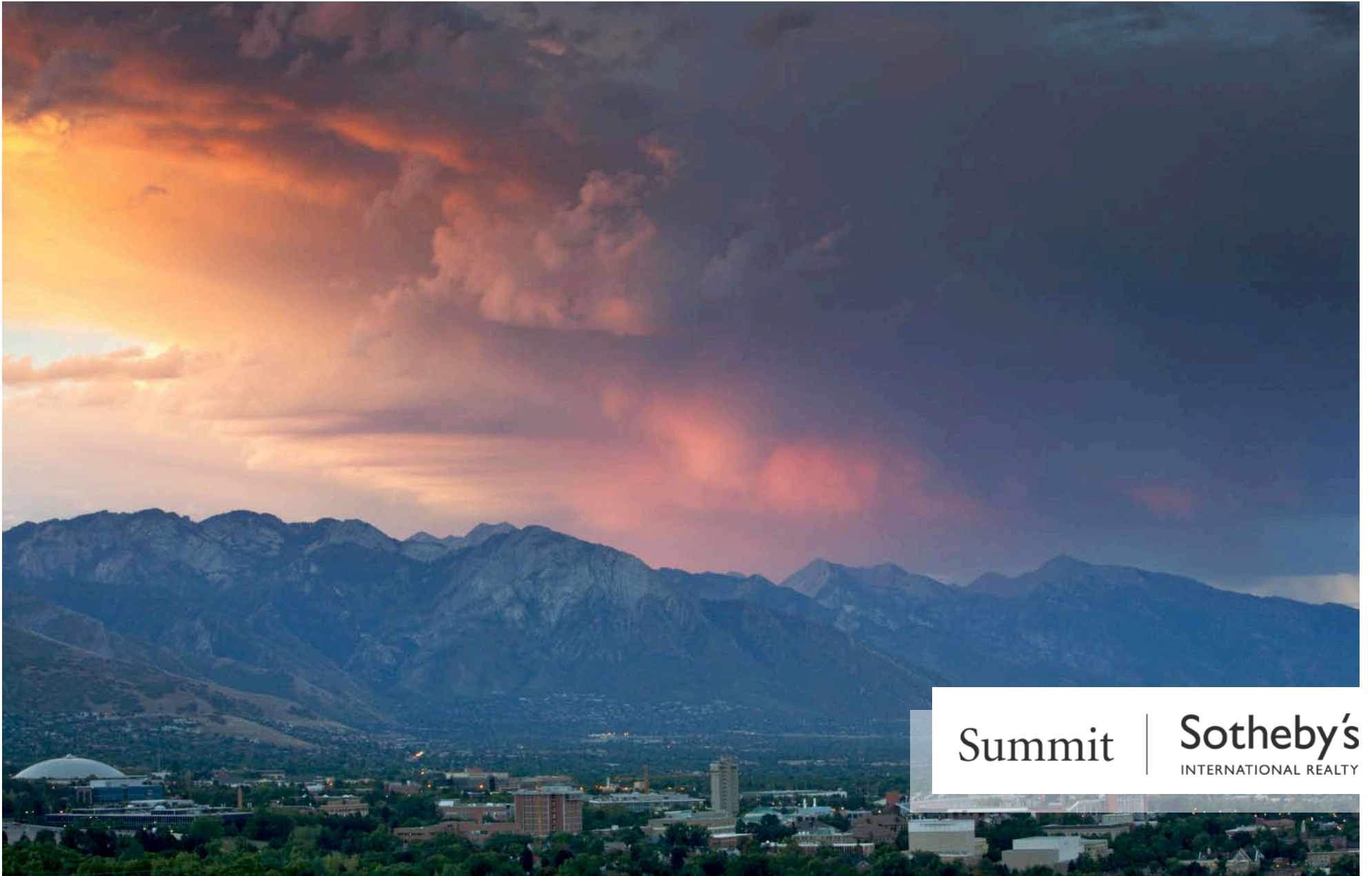
875 North 1000 West • Logan, Utah 84321 • (435) 752-6405
 2345 South John Henry Dr. • Salt Lake City, Utah 84119 • (801) 908-6666

www.cve.com

Additional location in Portland, Oregon



Real Estate Section



Summit

Sotheby's
INTERNATIONAL REALTY



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

CREW

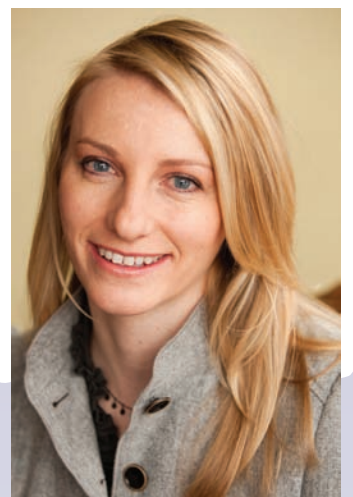


NETWORK®

Chamonix Larsen, Project Manager GSBS Architects

Chamonix works to provide her clients with the best value through great design. She joined GSBS Architects in 2011 because of the firm's reputation for meeting the needs of its quality conscious clientele. She manages architectural projects and is a resource to the firm on energy efficiency and sustainable efforts to improve the asset value of buildings. She enjoys helping her clients find long term cost effective solutions. In addition to building design she helps clients enhance their sustainable culture and promote energy conservation behavior through training, education and team building. Her professional experience includes maintaining and implementing high performance building standards. As Energy Program Director for the State of Utah Division of Facility and Construction Management she managed renewable energy and efficiency projects. She helped establish a building envelope performance standard and increased standards for healthy materials in the construction of State Buildings. In 2009, she represented the Division in the establishment of the state's employee energy conservation program. Chamonix helped obtain grants from the US Department of Energy, in partnership with the National Governor's Association, for projects throughout Utah.

Chamonix has presented educational sessions on sustainable topics to several organizations such as the League of Cities and Towns, the Associated Building Contractors, the National Association of State Facilities Administrators, the National Association of State Purchasing Officers, Brigham Young University and the Salt Lake Sustainable Building Conference. She is committed to education and served on the Salt Lake Community College Energy Management Program Advisory Committee. Chamonix was named one of "40 Under 40" by ENR, "30 Women to Watch" by Utah Business Magazine, and awarded the 2012 AIA Utah Associate Honor Award. She holds a Master of Architecture degree from the University of Utah. She can be reached at clarsen@gsbsarchitects.com.



Thank you to the following companies for supporting women in Commercial Real Estate:



2013 PLATINUM SPONSOR



2013 GOLD SPONSORS



2013 SILVER SPONSORS

MEMBERSHIP: Melissa McIntyre (801)947-3974

www.crewutah.org

SPONSORSHIP: Cristina Coronado (801)531-3038

hello@crewutah.org



Million Dollar Homes

Summit | Sotheby's
INTERNATIONAL REALTY



Paul Benson

1750 Park Avenue
Park City
435.640.7441
paul.benson@sothebysrealty.com



Jennifer Williams

2455 E. Parley's Way Suite #240
Salt Lake City
801.541.2550
jennifer.williams@sothebysrealty.com

5224 North 750 West, Oakley, UT 84036

Enjoy Luxury Living in the Heart of Oakley



Enjoy the quality air and western mountain views and easy life style of Oakley Utah a luxury ranch community. This 7,890 square foot "Brandon Bateman" built home on over six horse ready acres offers a completely flat fenced lot, fire-pit, barn, greenhouse, lush landscaping, circular driveway and panoramic mountain views on a cul-de-sac. A custom gourmet kitchen, main floor master, "Media Max Smart Home System" for heating, sound system, lighting and security as well as a digital movie recorder with hundreds of movies controlled from your smart phone, compliment this charming home. Offering six bedrooms, six bathrooms, three fireplaces, theater room, private office, plenty of storage, 10 to 14 foot ceilings, Venetian plaster, custom paint and hickory wood floors, this impeccably maintained home is 100% move in ready. located 20 minutes from Main Street Park City and 100 restaurants, ten minutes from golf and 35 minutes from the Salt Lake Airport.

WFRMLS: 1192825
Approx Sq. Ft. 7,890
Acreage: 6.750
Bedroom: 6
Bathrooms: 6

\$2,295,000

State Road 32, Peoa, UT 84061

"MOUNTAIN VIEW RANCH" Rare Equestrian Property



This flat 75 acre equestrian ranch is 10 minutes from the golf courses, shops and restaurants of Park City, Utah. As you enter the gates up a short plateau, arrive on flat yet private land with river, ski and mountain views, and horse barn. There is a three bedroom hand-hewn log cabin to enjoy the scenery. Currently offering 14 stalls, three round pens, four paddocks and accessible to thousands of miles of trails for riding. Snow-shoeing paradise, cross country skiing, archery, skeet shooting and fishing. An airplane runway could easily fit on this land and 50 water shares.

WFRMLS: 1182461
Acreage: 75.00
50 Water Shares

\$2,995,000

awbank.net



Some banks have a business division.

We have a business bank.

A trusted financial partner doesn't try to be all things to all clients.

We're focused on one thing. Your business. Well-capitalized and nimble, we provide all the services you'd find at a larger bank with the attention to detail and relationship management expertise of a community bank.

If you're looking for a partner to help your company grow, look no further. We're ready to do business.



We're banking on the businesses.