

THE Enterprise

UTAH'S BUSINESS JOURNAL

www.slenterprise.com

March 4-10, 2013

Volume 42, Number 29

\$1.50

THIS WEEK

• **Industry Briefs** •
Begin on page 5.

• **Calendar** •
See page 7.

REAL ESTATE SECTION
See pages 11-13.

Pharmacy giant CVS casts serious eye on Utah market



CVS Pharmacy, with more than 7,300 stores nationwide, would pose major competition for firms such as Rite Aid and Walgreens.

By Barbara Rattle
The Enterprise

CVS Pharmacy, the Woonsocket, R.I.-based operator of more than 7,300 drugstores nationwide, is casting a serious eye on the Utah market.

The 50-year-old firm is seeking bids from contractors to build stores in Roy, Sandy and Provo that many in the industry believe will be the first of many to be erected in the state. In Arizona, the company has 146 locations, in

Nevada, 85.

The Provo store would be located on 2.85 acres at Bulldog Boulevard and University Avenue. Documents filed with MountainLands Area Plan Rooms indicate construction is slated to begin in mid-April. The Roy store would be located on 1.58 acres at 5300 South and 1900 West and construction is slated to begin in mid-April. The Sandy store would be built on 1.78 acres

see CVS page 3

Senate panel resolves to oppose public funding of convention hotel

By Brice Wallace
The Enterprise

A Senate committee has adopted a resolution that opposes the use of public money to subsidize a convention center hotel in downtown Salt Lake City.

SR1, forwarded by the Senate Government Operations and Political Subdivisions Committee, was supported by several representatives of the hospitality industry. They said they do not oppose the idea of a new hotel but they don't want public money used to build it.

"We are coming of a out of recession where we experienced historic lows in occupancy and average daily rate, and now we're faced with the possibility

of having to withstand another 1,000 rooms being put in the marketplace, which is once again going to drive down occupancy for our hotels and drive down [the] average daily rate at least for a period of two to four years and arguably well beyond that," said Jordan Garn, executive director of the Utah Hotel and Lodging Association and the Salt Lake Valley Lodging Association.

"We just don't want to subsidize one hotel to give it a competitive advantage over the existing hotels," said the bill's sponsor, Sen. John Valentine, R-Orem.

A study presented to Salt Lake City and Salt Lake County

see HOTEL page 2

Seattle firm to enter Utah with senior independent living center in Orem

By Barbara Rattle
The Enterprise

Seattle-based One Eighty, a developer of senior living communities, plans to enter the Utah market in April when it breaks ground for the Mbarq Senior Independent Living facility at 250 E. Center St. in Orem.

Hoyt Scott, vice president of development, said the 120,000 square foot, 143-unit community should take about a year to build, and will be limited to those 62 and older. Architect on the project is Johnson Braund, Seattle, while general contractor is Bountiful-based Sahara Inc. Leisure Care, a subsidiary of One Eighty, will

manage Mbarq.

"We focus on people who are really no longer wanting to live alone because of either social isolation or an inability to drive," Scott said. "But people who are still fairly healthy. For those who are less healthy or become less healthy, home health providers will be welcome in our building."

Scott said One Eighty targeted Utah as a state in which to expand because "we think there's some unmet demand there; there isn't a lot of new product in the area. Most of the options are older in Utah County. And

see SENIOR page 2



HuHot Mongolian Grills plans to open locations in Sandy and Logan. The chain currently has 47 restaurants open.

Mongolian grill restaurant chain coming to Utah

By Barbara Rattle
The Enterprise

HuHot Mongolian Grills LLC, a Missoula-based chain of 47 casual dining "build your own stir-fry" restaurants, is preparing to enter the Utah market.

The 14-year-old firm has submitted an application to open a location at 10835 S. State St. in Sandy, and its Facebook page indicates an eatery is slated to

open in Logan as well.

While the owner of the Sandy location, Michael Ellinghouse, could not be reached for comment, the company's application with the Sandy City Planning Commission indicates the restaurant there will measure approximately 7,000 square feet, be open from 11 a.m. to 9 p.m., seat 180 in its main dining room and 44 in

see HUHOT page 2



BUSINESS LENDING IS OUR BUSINESS
SBA Loans • 504 • Commercial Mortgage • LOC



711 S. State St.
Salt Lake City, UT 84111

(801) 532-7111
Equal Housing Lender | Member FDIC

HOTEL

from page 1

officials in January by the Strategic Advisory Group indicated that a 1,000-room hotel at or adjacent to the Salt Palace Convention Center would cost \$335 million. However, private-sector investment would likely be about \$235.7 million, meaning \$99.5 million in state, county and city tax rebates or abatements would be needed “to make it financially viable,” the study said. The subsidy would equate to nearly \$230 million over 22 years.

The study estimated the new hotel would create 4,400 construction jobs and 2,060 direct and indirect jobs thereafter. It pegged overall state and local tax benefits over 30 years at \$608 million.

The idea of a convention center hotel has been discussed for several years, with supporters worried that Salt Lake City ultimately could lose the high-economic-impact Outdoor Retailer trade shows and other large conventions and meetings to other cities.

SR1 calls for “equal and fair” hotel tax policy among all hotels. Using taxes to subsidize a new hotel would “disadvantage” exist-

ing hotels and would be an “unintended and inappropriate use” of those tax revenues, it says.

“The state should not be in the business of business and at the end of the day, that’s really what is being represented to you with the proposed public financing of a convention center hotel,” Royce Van Tassell, vice president of Utah Taxpayers Association, told the committee. “There’s absolutely nothing wrong with the idea of a convention center hotel, but it’s difficult to understand why the public should subsidize that.”

Clint Ensign, senior vice president of Sinclair Oil Corp., which owns the 775-room Grand America Hotel and 850-room Little America Hotel, said a 30 percent public subsidy for the new hotel would be “a whopper of a subsidy here, and it just crosses way over the line. ... The scale on this is just way out of bounds. This is vintage corporate welfare. This is terrible tax policy.”

The Grand America, he noted, had no public subsidy at all, yet would have to compete with one with a huge subsidy. “The inequity on this is just stunning. The fairness in this is just lacking,” he said.

Garn said a \$100 million public subsidy is “simply too

much by our standards and should be by anybody’s standards.”

“I would urge the community to support this resolution, to discourage the public subsidy for hotels that will compete for those who have invested hundreds of millions of dollars already into the marketplace,” Garn said.

Melva Sine, president of the Utah Restaurant Association, said new-hotel subsidies would continue a trend of publicly financed buildings competing with private industry. She cited as an example The Leonardo, which had opened a restaurant on site.

Garn also countered the argument that the city is losing convention business because of a lack of a convention center hotel.

“The biggest issue is a perception issue, that you can’t get a drink in Utah, that there’s no nightlife, and that precludes a lot of these groups from coming,” he said. “And I don’t think it’s fair to suggest that you can just build your way out of that problem, that you can create and construct more facilities to get over what is the underlying issue, and that is some of these groups just don’t want to come to Salt Lake because of what they think Salt Lake has to offer or what Salt Lake doesn’t have to offer.”

HUHOT

from page 1

a party room and will see about 40 percent of its business coming from lunch patrons, with the remaining 60 percent being generated by dinner customers.

According to a recent article in *Nation’s Restaurant News*, the HuHot store base has grown 52 percent since 2009.

HuHot offers a menu of à la carte appetizers, salads and desserts, but is perhaps best known for its Mongolian grill entrée option. The company allows guests to make unlimited trips through a service line where they can select from a wide range of raw proteins, sliced and diced produce, oils, sauces and other toppings to create personal, Asian-flavored dishes that are then prepared for them on a large circular grill.

Nation’s Restaurant News reported that most HuHot operators charge \$8.99 for the Mongolian grill option during weekday lunch and \$12.99 at dinner.

HuHot opened its first location in Missoula in 1999 and began franchising in 2002. The franchise fee is \$35,000 and there is a 5 percent royalty fee. The average cost to open a HuHot is between \$777,000 and \$967,000, according to the firm’s website, and the average location is between 4,500 and 6,000 square feet. Each location should have a daily traffic count of at least 35,000 vehicles and there should be at least 150,000 in the immediate trade area with an average household income of \$35,000.

Addendum

In last week’s edition, *The Enterprise* was unable to report the exact address of a new wholesale distribution center that New York-based Restaurant Depot will be opening in Salt Lake City this year. The 50,000 square foot facility, which will sell food and equipment to independent restaurants and food service companies, will be located at 1145 S. 700 W.

SENIOR

from page 1

we love the climate there, both meteorologically and business. It’s a great place to be.”

The Orem senior living project will be One Eighty’s third, Scott said, although Leisure Care manages about 40 such communities and about a decade ago oversaw the operations of several in Utah.

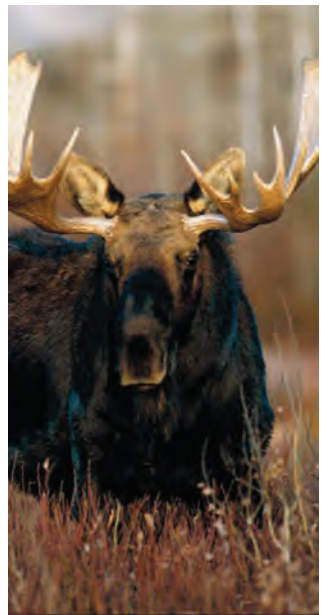
About 35 people, both full and part-time, will be employed at Mbarq, which will have a common dining area and provide residents with activities and other amenities.

“We really emphasize wellness in our communities,” Scott said. “We offer fresh healthy options for meal service, fitness activities, and have a very heavy emphasis on social engagement and people remaining connected to the lives they lived before moving into our building.”

Month-to-month lease rates have not yet been determined.

Scott said One Eighty is hoping to develop more senior communities in Utah.

“We have a couple of locations we’re looking at up and down the I-15 corridor, but haven’t bought anything yet,” he said.



Bull!

Animal rights activists say hunters threaten species.

It’s a bold-faced lie. Thanks to wildlife management programs involving sportsmen, moose, elk, white-tailed deer and pronghorn antelope are thriving in North America. So are other species.

Let’s care enough to get the facts before making decisions about bulls and cows.

SCI Foundation

800-377-5399

www.SafariClubFoundation.org

THE ENTERPRISE [USPS 891-300] Published weekly by Enterprise Newspaper Group Inc.
825 N. 300 W., Suite C309, Salt Lake City, UT 84103
Telephone: (801) 533-0556 Fax: (801) 533-0684
Website: www.slenterprise.com.

For advertising inquiries, email david@slenterprise.com. To contact the newsroom, e-mail barbara@slenterprise.com.

Subscriptions are \$55 per year for online only, \$65 per year for print only and \$75 per year for both the print and online versions, or \$1.50 per copy.

Opinions expressed by columnists are not necessarily the opinion or policy of The Enterprise Copyright 2013 Enterprise Newspaper Group Inc. All rights reserved Periodicals postage paid at Salt Lake City, UT 84199. POSTMASTER: Send address corrections to P.O. Box 11778, Downtown Station Salt Lake City, UT 84147

CATAPULTING MID-MARKET GROWTH & SUCCESS

ACG Utah

Intermountain ACG Capital Connection® & DealSource
THURSDAY, MARCH 14, 2013 » SLC, UTAH » GRAND AMERICA HOTEL

For nearly a decade, ACG Utah has produced the only conference that connects private equity groups with middle market businesses and intermediary organizations in Utah, Idaho and northern Nevada. The Intermountain Capital Connection Conference will be the region’s premier networking event of the year.

Come listen to and network with the leading global authorities on corporate growth. And, enjoy a day in Utah’s famous snow at the 5th Annual ACG Western Ski & Board Conference.

Register now at ACG.ORG/UTAH

AMERICAN LUNG ASSOCIATION
of Utah

VEHICLE DONATION PROGRAM

We'll take the car, you take the tax break!



CLEAN UP THE AIR
CLEAN UP YOUR PROPERTY

1-800-LUNG-USA

Lieutenant governor to manufacturers: youngsters need to know there are options to traditional colleges

By Brice Wallace

The Enterprise

Lt. Gov. Greg Bell was stressing education for young people last week, but his focus was on about what happens before they step into a post-secondary institution.

Speaking at the annual membership meeting of the Utah Manufacturers Association, Bell said students considering college need to know that other options exist, including attending applied technology colleges to get certifications that lead to high-paying jobs in manufacturing.

"I think we as a society have overshot the mark in some regards, letting our children know that if you don't have a college degree, you're a failure, and that's absolutely not true," Bell said. "We want high-school graduates who can read, write and who have some technical skills in terms of modern technology and with some soft skills — people who are able to cooperate, get along, show leadership, etc. And if they'll bring that to the door of many of these manufacturers, a lot of them will train them and bring them in at a fairly high wage and they will top out at a family-sustaining wage."

Bell cited a meeting with one company official who said many of its technicians were earning \$80,000 annually.

For many companies, he said, "the cry is for skilled employees" — from engineers to technicians, from mechanics to machinists.

"Face it, not everybody's going to go to college, we can't afford to have everybody go to

Bell cited a meeting with one company official who said many of its technicians were earning \$80,000 annually. For many companies, he said, "the cry is for skilled employees" — from engineers to technicians, from mechanics to machinists.

college, and not everybody needs to go to college. Everybody needs to get a post-secondary education," Bell said.

"We have to pull together as industry and government so that we do our part to incentivize kids to go to where they're needed and to go where they'll be happy. This is not about telling people they have to do this job or they have to take this major. This is about people deciding their own future and when they do that, we want them to have all the knowledge in the world about the potential jobs that are out there for them and the potential wage that awaits them with perhaps a one- or two-year degree or a two-year certificate."

He stressed that youngsters need also to realize that many manufacturing jobs are not in cold, dark buildings with workers standing in front of a blast furnace. "Most of these jobs are sitting, really in a cleanroom environment, and are [about] assembling or soldering or doing some customized work — fascinating work," he said.

Bell praised applied technology colleges' "ability to move" in order to "respond to needs in the marketplace." The education

they offer, along with bolstered apprenticeship programs, "would really solve a lot of problems for industry," he said.

Even with the troubles finding skilled workers, Utah's manufacturing sector is producing "candy to computers" as it helps make Utah "the envy of the United States," Bell said. Manufacturing's \$17.6 billion in output in 2011 accounted for more than 14 percent of the state's GDP; the sector has 120,000 employees, or 9.4 percent of the state's workforce; and its average wage is 22 percent higher than other non-agricultural jobs in the state, trailing only mining in that regard.

What's more, manufacturers buy raw materials and other products from other companies and typically create at least three jobs in ancillary ways for each manufacturing job they create, he said.

"Manufacturing is really the foundation of an economic society," Bell said. "Once you have an agrarian economy, that's wonderful, but if you want to move into a civilization that can sustain arts and letters and government and all the wonderful amenities we have, you have to have a vibrant manufacturing industry."

CVS

from page 1

at 11400 South and 700 East and construction is expected to begin in mid-June.

A CVS spokesperson declined to comment on the firm's plans until later in the year.

Several general contractors are bidding on the work, including Utah-based Layton Construction, Big-D Construction and Roger Knight Construction. According to bid documents, the developer of the stores would be Pittsburgh-based Armstrong Development Properties Inc., while the architect would be Norr Associates, Sacramento.

CVS Pharmacy is the retail pharmacy division of CVS Caremark, and sells prescription drugs in addition to a wide assortment of general merchandise such as beauty products, film and photo finishing services, over-the-counter drugs, seasonal goods, greeting cards and convenience

foods. CVS Caremark also operates Longs Drugs and CVS.com, and provides health care services through its more than 600 MinuteClinic medical clinics and Diabetes Care Centers, most of which are located within CVS stores. The firm employs roughly 200,000 people in 44 states, the District of Columbia and Puerto Rico. Major competitors include Rite Aid, which has some 4,700 stores in 31 states and the District of Columbia; and Walgreens, with more than 8,000 stores in all 50 states and the District of Columbia.

CVS Caremark's retail

pharmacy business generates nearly 70 percent of the firm's revenue from sales of prescription drugs, according to the firm's website, filling more than one out of every five prescriptions in the markets it serves.

The only states in which CVS Pharmacy currently has no stores are Utah, Alaska, Colorado, Idaho, Oregon, South Dakota, Washington and Wyoming.

CVS Caremark has more than \$107 billion in annual revenue and was ranked 18th on the *Fortune* 500 list for 2012, filing more than a billion prescriptions annually.

Symantec Corporation has openings for the following (var.levels/types):

Principal Business Operation Analysts: Oversee the development and implementation of operational process, programs and strategies to deliver consistent planning and controls across multiple regions, while using extensive experience and expertise to select the best options, job ID 1648.1596.

Technical Support Engineers: Provide technical assistance and support to internal and/or external computer systems users and clients, job ID 1648.606

To apply, please submit resume to JOBADS@symantec.com <<mailto:JOBADS@symantec.com>> and reference job title and job ID.

"The first time I picked up *The Enterprise* newspaper many years ago, I immediately realized what a great resource it was for information about Utah's business community.

"Thanks to *The Enterprise*, I have found innovative places to shop, restaurants for my friends and family to try in our never-ending search for new and different menus, and the paper keeps me up to date on local business news."

... that's Why I Read!



Jean John
Vice President Administration
First Utah Bank

ENTERPRISE
NEWSPAPER GROUP

FOR HOME, FOR GARDEN, FOR GIVING
CACTUS & TROPICALS



YOU TAKE CARE
OF BUSINESS.

WE'LL TAKE CARE OF
THE PLANTS.

Interior plant maintenance.
Guaranteed.



Draper location: 12252 S. 1325 E. 801-676-0935
Salt Lake location: 2735 S. 2000 E. 801-485-2542
cactusandtropicals.com

Bill would do away with funeral home licensure review

By Brice Wallace
The Enterprise

A bill that cleared a House committee would do away with an every-few-years review of funeral licensing in Utah.

HB233, passed out of the House Business and Labor Committee, would instead make the licensing of funeral services a permanent requirement by eliminating the “sunset” of the state’s Funeral Services Licensing Act, currently scheduled for July 1, 2018. Without passage of HB233, the act would need to be reauthorized by the legislature in order to remain in effect.

The bill’s sponsor, Rep. Ronda Rudd Menlove, R-Garland, told the committee that it is “not a license that we’d want to do away with” because it protects

the public good. Funeral services would join 19 other occupational licenses that over the last decade or so the legislature has indicated should be permanent, she said.

Candace Daly, representing the Utah Funeral Directors Association, said the legislature a few years ago put sunset dates on many bills “and they found themselves spending their entire interim doing nothing but reviewing sunsets for all of these provisions and not getting anything accomplished or completed for the upcoming session that they really needed to do, because the sunset process was taking up a tremendous amount of time.”

Funeral services licensure was subject to sunset review in 1999, 2001, 2003 and 2008, she said.

“I really do think that it is a waste of time for the legislature to keep this one in the repeal section and schedule it for another hearing. I honestly think if there are any problems with this particular license that you would see a bill filed like this,” she said, snapping her fingers, “and that they [industry representatives] would be up here along with the public to demand changes in that license.”

A pair of committee members agreed with the need for the license.

Rep. Jon Stanard, R-St. George, said he was involved in pre-need funeral sales once in his career. “So, having never personally worked on the funeral end but having seen it and seen what goes on there, I have no doubt or question that actual funeral services are something that should be regulated and licensed, and I don’t see that ever changing,” Stanard said.

Rep. Dana Layton, R-Orem, echoed Stanard’s comments.

“They’re likely never going to be unlicensed because of how we as a society view the human body and its sacredness or the potential for abuse in any of those fields,” she said, adding that the license has been reviewed so many times in recent years.

“I just don’t know that there’s any review that’s going to suddenly find that a profession like this — dealing with human bodies and pathogens and death — is ever going to be an unlicensed profession. I think there are arguments for many professions to be not licensed, but I just don’t think this is one of them.”

Committee grapples with potential move of state prison

By Brice Wallace
The Enterprise

A legislative committee is grappling with how to move the Utah State Prison and develop its current site after the move — if the move even happens at all.

SB72, passed out last week by the Senate Judiciary, Law Enforcement and Criminal Justice Committee, would create a state authority board to facilitate the prison move and land development, with two break-out subcommittees providing advice.

The bill’s sponsor, Sen. Scott Jenkins, R-Plain City, said the bill spells out a process that would have the state setting up a general plan, but then the state would back off and leave details of the property development to the city of Draper, the prison’s location for 62 years.

The bill includes a process for issuing a request for proposals (RFP) to build a new prison, to redevelop the old prison property, and for authority evaluation of bids plus the authority’s recommendation of a bid to the legislature and governor.

“This is not a bill that guarantees the prison will be moved,” Jenkins told the committee. “It’s a bill that guarantees a process to look, with some benchmarks in, that if they’re met, the prison can be moved and the legislature and the governor gets one more bite at this after the RFPs.”

But Jenkins and the committee’s chairman, Sen. Mark Madsen, R-Lehi, worried about government bureaucracies affecting the process. Jenkins said the Utah Department of Corrections “could very easily scuttle this.” Madsen said bureaucracies could delay the process, which would thwart any state action to capitalize on low interest rates and low construction costs that currently exist.

“My concern is that the bureaucratic interests might be resistant to what’s going on here,” Madsen said. “We have a relatively narrow window. The circumstances in which we find ourselves economically provide a great opportunity for embracing efficiencies, embracing innovation and also saving the taxpayers a lot of money in the long run if we can do this and do it quickly and take advantage of the some of the interest rates and funding options available to us They may not be here months or certainly years from now.”

The project was estimated in a 2005 study to cost \$1 billion, but recent requests for information indicated it now could be done

for \$500 million to \$600 million. Jenkins said the current prison land could fetch about \$140 million.

Spencer Eccles, executive director of the Governor’s Office of Economic Development, testified that an internal GOED team analyzed the potential of the prison site for development. The site has 720 acres of developable land, meaning 36 lots could be created if each occupied 20 acres. Over 20 years, corporations there could employ more than 20,000 people, with \$4.3 billion in new state revenue and an overall economic impact of billions more.

The current prison location is attractive to technology companies looking to come to Utah or expand in the state because the Point of the Mountain area is a midway point between two major universities whose graduates would be potential new hires for companies there. That’s why the area was attractive to Adobe and eBay, Eccles said.

Much of last week’s committee discussions about SB72 focused on the composition of the authority board and subcommittees. The Prison Land Management Authority board would be advised by the Former Prison Land Development Subcommittee and the New Prison Development Subcommittee.

A few legislators voiced concerns about whether having commercial construction and real estate industry appointees would present conflicts of interest. The board’s 11 members would include two with commercial construction experience and two with real estate industry experience. However, Jenkins said he expects those members to be retirees or otherwise no longer involved in business, although he acknowledged that the board composition “seems to be the hottest point right now.”

Senate Assistant Minority Whip Pat Jones, D-Salt Lake City, worried that two real estate and two construction representatives are too many. Sen. Stephen Urquhart, R-St. George, said he did not like having eight board members appointed by the governor.

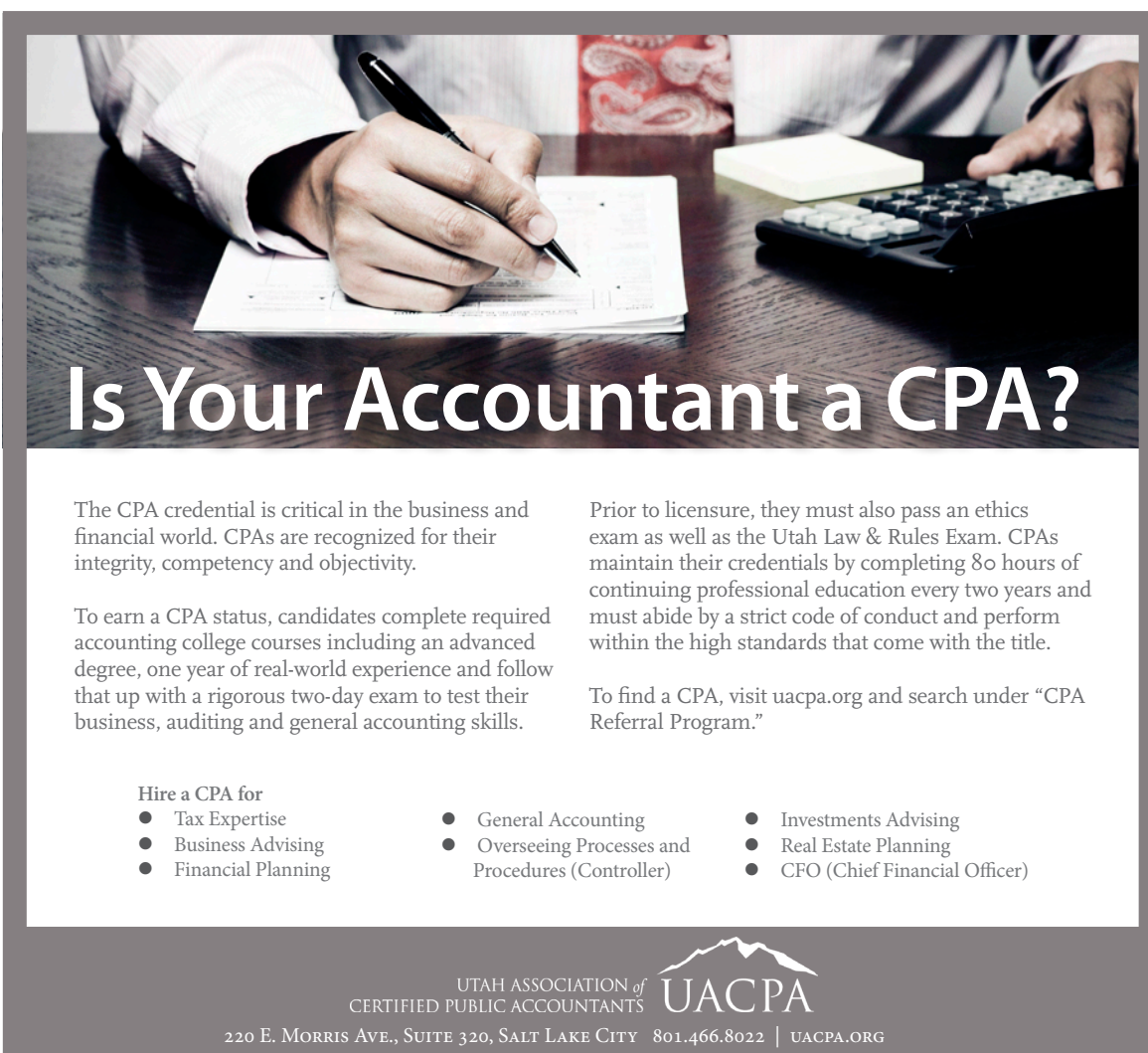
Sen. Lyle Hillyard, R-Logan, said he has concerns about cost savings from a new prison because in his 33 years in the legislature, he has never seen those types of savings happen. “When we step out on this ice, I want to know how deep the water is,” he said. Jenkins said the bill contains several benchmarks that, if not met, would stop the process.



ON THE PROWL FOR A GOOD TEAM?

MOUNTAIN WEST
ARCHITECTS

801.388.6052
www.MOUNTAINWESTARCHITECTS.com



Is Your Accountant a CPA?

The CPA credential is critical in the business and financial world. CPAs are recognized for their integrity, competency and objectivity.

To earn a CPA status, candidates complete required accounting college courses including an advanced degree, one year of real-world experience and follow that up with a rigorous two-day exam to test their business, auditing and general accounting skills.

Prior to licensure, they must also pass an ethics exam as well as the Utah Law & Rules Exam. CPAs maintain their credentials by completing 80 hours of continuing professional education every two years and must abide by a strict code of conduct and perform within the high standards that come with the title.

To find a CPA, visit uacpa.org and search under “CPA Referral Program.”

Hire a CPA for

- Tax Expertise
- Business Advising
- Financial Planning
- General Accounting
- Overseeing Processes and Procedures (Controller)
- Investments Advising
- Real Estate Planning
- CFO (Chief Financial Officer)

UTAH ASSOCIATION of
CERTIFIED PUBLIC ACCOUNTANTS **UACPA**

220 E. MORRIS AVE., SUITE 320, SALT LAKE CITY 801.466.8022 | UACPA.ORG

• Industry Briefs •

ACCOUNTING

• **Piercy Bowler Taylor & Kern (PBTk)**, a Las Vegas-based full-service accounting firm, has hired four new employees who will primarily perform internal audit and risk advisory functions for financial institutions and additional industries such as health care, mining, airlines, multi-level marketing and technology. **Thomas Green, Ryan Schmidt, Kristen Brough** and **Rebecca Wiberg** have joined the firm's Salt Lake City. Green is a principal at PBTk and will direct the firm's non-gaming related internal audit services practice. Schmidt is the firm's director of business development. With more than 22 years of sales leadership and business development experience, he is a client-focused sales/relationship leader with qualifications supporting diverse industries. Brough is a senior associate with the firm, and will work on internal audit and risk advisory projects for banking institutions. Wiberg is also a senior associate who specializes

in financial institution regulatory compliance.

BANKING

• **Mountain America Credit Union**, West Jordan, has introduced a new **free service to help members better manage their money** and maintain financial stability by using their Web browser and Mountain America's Online Branch. Called "My Money Manager," it's a personal financial management tool that securely collects members' financial information from all their accounts at all their financial institutions and organizes it in one location, allowing customers to track expenses, create budgets, set goals and plan for the future.

• **America First Credit Union**, Riverdale, has elected **Kerry Wangsgard** treasurer of the Salt Lake Estate Planning Council. Wangsgard has been America First's vice president and director of trust services since 2005. Wangsgard graduated from Weber State University with a B.S.

in finance and he earned an M.B.A. from Utah State University. In addition, he graduated from National Trust school and graduate school at Northwestern University. He is a certified trust and financial advisor and a certified financial services counselor. In 2010, he earned the designation of accredited estate planner by the National Association of Estate

Planners and Councils. In addition, the credit union has reopened its Spanish Fork branch, located inside Macey's at 187 E. 1000 N.

CONSTRUCTION

• **Professional Services Industries Inc.**, an Illinois-based engineering and testing firm, has added **John Lincoln** to its Salt Lake City operations office as a project specialist. Lincoln has 15 years of experience in the construction field, including field and laboratory inspection and testing services and project management. He holds certifications from ACI, ATTI, ICC, WAQTC and HAZWOPER.

• **Geneva Rock Products**, Orem, has released a **new website**. Information about the company and its products and services are now more easily accessible through an updated and more modern appearance. Moving forward, the company anticipates many new features to increase the value and usefulness of the website to visitors. The new website replaces

the old design created in 2007, and now offers many updated features such as social media integration, one-click navigation and multimedia galleries. The website is designed on a content management system, which allows for easier maintenance as well as the availability of a company

continued on page 8



Everything for the Contractors

We rent the best

4343 Century Drive
Salt Lake City, UT 84123

801-262-5761

www.centuryeq.com



WE'VE GOT WHAT IT TAKES TO KEEP YOU GOING STRONG.



www.wheelercat.com
800-662-8650



**138 East 12300 South
Suite C171
Draper, UT 84020**

*Celebrating
30 Years
of making
Utah beautiful*

With a variety of services, Kimball Property Maintenance will do the work on the outside so you can focus on the inside.

Services offered:

- Property maintenance
- Lawn care
- Snow removal
- Landscape design build
- Landscape renovation
- Parking lot sweeping
- Irrigation
- Fertilization

Licensed and insured



**Need maintenance?
Call for a free estimate: (801) 571-3351**



“Wags to Wishes”

First Annual Humane Society of Utah Gala

Corporate Sponsorship Levels

On Friday, June 7th, 2013, the Humane Society of Utah will hold its “Wags to Wishes” First Annual Gala to celebrate the growth of our shelter, including the new state-of-the-art “Kitty City” cat adoption area and the upcoming “The Wait is Over Rover” dog adoption area. This event will raise money to directly support our mission and programs.

All sponsorship levels include:

- One table of eight at the Gala
- Company name and logo identification on the table
- Gift bag for all guests at the table

Presenting Sponsor - \$10,000

- A representative from your organization will speak for a few minutes during the live program about its support of local animal shelters.
- From April to mid-June 2013, your organization’s name and logo will appear on our two Interstate-15 electronic billboard signs as a sponsor.
- On the event website, signage, programs, invitations and videos: “Wags to Wishes’ First Annual Humane Society of Utah Gala, Presented by [Your Organization]” with a large logo.
- Full page advertisement in the event program.
- Dedication opportunity for one year on a cat Villa in “Kitty City,” or on a dog Lounge in “The Wait is Over Rover” dog adoptions area.

Supporting Sponsor - \$5,000

- Under “Supporting Sponsor(s)” on the event website, signage, programs, invitations and videos: your organization’s name and logo will be featured with any other supporting sponsors.
- Half page advertisement in the event program.
- Dedication opportunity for one year on a cat Condo in “Kitty City,” or on a dog Run in “The Wait is Over Rover” dog adoptions area.

Event Sponsor - \$2,500

- Under “Event Sponsor(s)” on the event website, signage, programs, invitations and videos: your organization’s name and logo will be featured with any other event sponsors.
- One-fourth page advertisement in the event program.

Table Sponsor - \$1,250

- Under “Table Sponsor(s)” on the event program: your organization’s name will be featured with any other table sponsors.

Your tax deductible donation will allow the Humane Society of Utah to continue rescuing unwanted and homeless animals in Utah. Please make a financial gift to help us to eliminate pain, fear and suffering in all animals.

For more information, contact **Jamie Usry** at 801-261-2919 ext. 207 or jamie@utahhumane.org.



**HUMANE
SOCIETY
OF UTAH**

• Calendar •

- March 4, 11 a.m.: **Intermountain Association for Corporate Growth Capital Connection and Deal Source.** The conference connects private equity groups with middle market businesses and the intermediaries who work with them across the Intermountain West. Luncheon keynote speaker will be Michael O. Leavitt, formerly governor of Utah and Secretary of Health and Human Services. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Register at <http://www.acg.org/utah/2013acgutaahintermountainconferenceandacg-capitalconnection.aspx>.
- March 5, 8:30 a.m.: **Sandy Chamber of Commerce Business Summit and Peak Awards.** Greg Miller of the Larry H. Miller Group will speak about "It's OK to Get Big, Just Don't Act Big." Panel discussions will include representatives from Goldman Sachs, Mountain West Financial and the Governor's Office of Economic Development. Location is the Salt Lake Community College, Miller Campus, 9750 S. 300 W., Sandy. For more information and to register, visit www.sandychamber.com.
- March 6, 3-5 p.m.: **Small Business Summit with New York Times' Loren Feldman and Jay Goltz,** hosted by the Utah Technology Council in conjunction with Grow America. Feldman, small-business editor of the *New*

York Times, and Jay Goltz, a long-time small-business owner who writes the Thinking Entrepreneur column for *New York Times'* You're The Boss blog, will present to Utah's small business owners. At the event, Feldman and Goltz will discuss what they are doing at the *New York Times* for small businesses and will give examples of the kinds of topics and stories they cover. Lead columnist Goltz will then talk about his 30 years of trial-and-error experience as a business owner and will share the lessons he's learned. Event registrants are invited to submit descriptions of their businesses to the presenters in advance together with a key issue they would like to discuss with Goltz. Feldman and Goltz will retain all descriptions as potential ideas for their future article files. They will select three business owners to call forward during the event for a live dialogue about their business experience. Following these vignettes, Feldman and Goltz will also field questions from the audience. Location is the Salt Lake Community College, Miller Campus, 9750 S. 300 W., Sandy. Cost is \$10 for UTC members, \$30 for nonmembers. Pre-registration is required; register at <http://bit.ly/12soIHF>. Once registered, UTC will send instructions for where and how to submit your company descriptions and issues for Feldman and Goltz.

- March 7, 8-10:30 a.m.: **Immigration Law Seminar: H-1B and I-9 Compliance,** presented by Holland & Hart. Presenters will be attorneys Roger Tsai, Holland & Hart of counsel; and ICE investigator Michael Cousins. They will discuss via basics for high-tech foreign workers and I-9 audits and investigations. A Q&A will follow. Location is Holland & Hart, 222 S. Main St., Suite 2200, Salt Lake City. Free. Register at hollandhart.com/saltlakecity.com and search events.
- March 7, 8 a.m.-1 p.m.: **Siemens Energy Days,** with the company highlighting solutions for energy efficiency in facilities, including smart building concepts, system recommissioning, and utility management and monitoring. Siemens will provide a breakfast and lunch and a keynote speaker, and vendor booths will highlight the latest technologies in energy products. Location is Salt Lake City Downtown Hilton, 255 S. West Temple, Salt Lake City. Details are available by calling (801) 230-4895.
- March 19, 7-9 p.m.: **"Power, Persuasion & Purpose: Preparing & Arming the Next Generation to Compete and Succeed Globally."** Cari E. Guittard, founding principal at Global Engagement Partners, will discuss the weapons of global influence and global mindsets.

Guittard teaches graduate courses in corporate diplomacy and geopolitics for the University of Southern California Annenberg School and courses in international negotiations and women's leadership for the Hult MBA School in Dubai. Location is the Bill and Vieve Gore Concert Hall at Westminster College, 1840 S. 1300 E., Salt Lake City. Event is free and open to the public. Details are at utahdiplomacy.org/events.

- March 21, 11:30 a.m.-1 p.m.: **Building Owners and Managers Association (BOMA) of Utah meeting.** Guest speaker Angela Petersen of Zions Bank will discuss how to effectively build an evacuation program to fit any size building or facility. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$45 for members, \$45 for guests, lunch included. Register at www.BOMAUtah.org.
- March 22, noon-1:30 p.m.: **"Best Trade Ideas for 2013,"** presented by Harvey Sax, author of the *The Investment Survival Guide*. Location is Spencer's Steakhouse, 255 S. West Temple, Salt Lake City. Free, lunch included. Attendees will also receive a free copy of Sax's book. Seating is limited to a first-come, first-served basis. Reserve a seat at <http://workshops.saxangle.com>.
- April 11: **Annual Governor's**

Utah Economic Summit. Event will feature keynote presentations and panel discussions in multiple tracks about strategic opportunities and challenges facing businesses. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$140 before March 1, \$200 thereafter. Details are at www.utah-summit.com.

- April 11, 3-4:30 p.m., repeating May 23, July 18, Oct. 17 and Nov. 7: **"Distributed Antenna Systems: Bring Your Facility Up to Full Connectivity and Full Code Compliance,"** presented by Hunt Electric. Instructor will be Darrin Guevara, ITS/communication division manager. Location for all events is Hunt Electric, 1863 W. Alexander Ave., West Valley City. Cost is \$20. Register at hunteelectric.com/training.htm.
- May 10: **Utah Hispanic Chamber of Commerce's Annual Convention and Expo.** Tentative program includes workshop on business expansion, workshop on marketing, a student track, women's leadership breakfast, business expo, leadership luncheon, Quixote Business Awards and after-hours social. Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$40 for chamber members, \$50 for nonmembers. Details are at uhccconvention.com.

Thank you to our Meet the GCs Event Co-Sponsors and Participants



ASPE Chapter 51, NAWIC Chapter 90, SMPS Utah, DCD Magazine, D4Cost Software, Estimating Today Magazine, The Enterprise Newspaper, OST On Screen Takeoff, Sign Pro, IMS Masonry, PlanSwift Estimating Software, Utah Construction & Design Magazine, PPG Porter Paint Group, Insurance Solutions Group of Utah, Stone Bridge Golf Course West Valley, WSPW Western States Power Washing; HHI Construction, Wasatch West Contracting, Entellen Design Build, Big D Construction, Okland Construction, R & O Construction, R4 Constructors, BCI National Construction Facilities, Rimrock Construction, Trinity of Utah

Thanks from the AEC Industry and the Mountainlands Area Plan Rooms, your local BXNetwork Builders Exchange covering Utah and the Rocky Mountains

from page 5
blog.

• The **Associated General Contractors of Utah** recently awarded the **Health Care Project of the Year (Under \$25 Million)** to University of Utah Health Care's Clinical Neurosciences Center (CNC) and **Jacobsen Construction**. The award honors the creation of the CNC's Intra-operative Magnetic Resonance Imaging System suite, which is among the first of its kind in the western United States and the first in the world to be applied to the diagnosis and treatment of stroke patients.

DISTRIBUTION

• **Industrial Distribution**, the foremost magazine for industrial distributors, has named **Industrial Supply Co.**, Salt Lake City, to its 2013 **"Big 50 Watch List."** Featured in the January/February issue, the fourth generation, family-owned business was one of five companies the magazine deemed "worth watching" because of their outstanding efforts to provide value-added service, organic and external growth, and unique programs for employees. The magazine highlighted Industrial Supply's innovative efforts including offering customizable website options for their B2B customers, staffing and operating job-site trailers (open 24/7), bar-coding customers' warehouses and creat-

ing tailor-made programs for individual customers.

FINANCE

• Chicago-based **HighTower**, which bills itself as the nation's first advisor-owned financial services firm serving wealthy families and institutional clients, announced that seven HighTower advisors have been named to *Barron's* magazine's 2013 ranking of the "Top 1000 Financial Advisors by State." **Nick Bapis** of HighTower's **Bapis Group** in Salt Lake City was one of the seven. This list recognizes advisors who have demonstrated remarkable professionalism and performance, outstanding client service and community involvement.

• **Banyan Ventures**, a Salt Lake City-based venture-building company, is celebrating its **10th anniversary**. The firm invests in and grows early-stage companies with revenues of less than \$10 million. Its current portfolio includes six Utah-based companies: **MobilityRE**, a developer of mobile device applications for real estate professionals; **Rev-It Logistics**, a provider of delivery, warehousing and logistics services; **Chapman Innovations**, a manufacturer of protective fabrics and apparel; **Savvi**, an online and mobile merchant discount network; **Metro Ready Mix**, a concrete supplier; and **Palo Verde**, a real estate investment firm that

owns more than 50 properties in Phoenix.

HEALTH CARE

• **Regence BlueCross BlueShield of Utah** has named **Mark D. Hiatt**, MD, MBA, MS as executive medical director. Hiatt most recently served as chief medical officer of HealthHelp, a specialty benefits management company headquartered in Houston. In that capacity, he was responsible for managing the utilization of services related to radiology, radiation oncology cardiology, emergency medicine and pain management for millions of patients in all 50 states and Puerto Rico.

• **Intermountain McKay-Dee Hospital Center**, Ogden, has been named one of the nation's **100 Top Hospitals** by Truven Health Analytics, formerly the health care business of Thomson Reuters. The Truven Health 100 Top Hospitals study evaluates performance in 10 areas: mortality; medical complications; patient safety; average patient stay; expenses; profitability; patient satisfaction; adherence to clinical standards of care; post-discharge mortality; and readmission rates for acute myocardial infarction (heart attack), heart failure, and pneumonia.

• **CHG Healthcare Services**, Salt Lake City earned the No. 5 ranking on *Training* magazine's

2013 Training Top 125 list for "innovation, excellence, and effectiveness" in the company's training programs. The award marks CHG's fifth consecutive appearance on the list and represents a significant leap from 2012's No. 21 ranking.

• The **American College of Medical Quality (ACMQ)**, Phoenix, has named **Intermountain Healthcare**, Salt Lake City, as the recipient of its 2013 **ACMQ Institutional Leadership Quality Award**. ACMQ specifically recognized Intermountain's "iconic dedication to quality" through programs such as the Intermountain Healthcare Advanced Training Program and Intermountain's "innovative use of data analytics techniques for quality improvement."

LAW

• The board of law firm **Durham Jones & Pinegar**, Salt Lake City, has appointed **Duane H. Gillman** to chair the firm's Bankruptcy and Creditors' Rights Section, **Rick Hymas** to be the firm's Litigation Section chair and **Mark Gibb** to be the Litigation Section co-chair. **Gretta Spendlove** will chair the firm's Real Estate Section. Continuing to serve as chairs of other practice sections of the firm are **Kevin Johanson**, Intellectual Property Section chair; **Russell M. Smith**, Business and Finance Section chair; and **Doug**

Taggart, Estate Planning Section chair. The firm also has appointed **Peter Donaldson**, a member of the firm's Litigation Section, to chair, and bankruptcy attorney **Jessica Peterson** to serve as the vice chair of the firm's Recruiting Committee.

• The Salt Lake City office of **Snell & Wilmer** has selected **Head Start** as the recipient of a three-year grant from the Snell & Wilmer Foundation. The grant is awarded every three years to a Salt Lake City-based organization that promotes early childhood education for disadvantaged children. Head Start will receive \$25,000 each year for the next three years starting in the summer of 2013.

MANUFACTURING

• **Merit Medical Systems Inc.**, a Utah-based manufacturer and marketer of proprietary disposable devices used primarily in cardiology, radiology and endoscopy, and **Vérité**, a digital communications agency, announced the release of an **iPhone app**, Merit Convert, now available on the App Store. The app calculates important unit conversions and includes medical device-centric conversion modules such as an Artificial Aging Calculator, Needle Gauge Calculator and Work Week Calendar.

• **TeraWatt Inc.**, a Utah-based developer of U.S. residen-

continued on page 10



FIRST UTAH BANK

Where You're Number One

Do it yourself, or hire a pro!

FHA Title I Home Improvement Loans help eligible borrowers make home repairs and increase the value of their home quickly and affordably. First Utah Bank offers low fixed rates and affordable monthly payments with rapid approvals.

Home improvement loan proceeds may be used to finance alterations, renovations, repairs or additions that improve the basic livability of a property. Eligible improvements include:

- additional living space
- new roof
- new flooring
- electrical wiring
- plumbing
- new built-in appliances
- new porch or awnings
- new garage
- heating system
- new cabinets and countertops
- fence repair or installation
- driveway or walkway
- sheetrocking or painting
- installation of approved well and/or septic system

To get started today call 801-272-9454 or visit firstutahbank.com to find an office near you.

Visit us at www.facebook.com/firstutahbank

All loans subject to credit approval.



The improvements must be a permanent part of the real property and must be started after approval of the loan application. In addition, they cannot be considered luxury items as defined by the Federal Housing Administration (FHA), a department within the U.S. Department of Housing and Urban Development (HUD)

The secret of lousy service and why it happens

Question: Why does lousy service occur?

Answer: Lousy service happens because (big) companies don't understand people *or* training.

I am amazed at how many times someone in a service environment delivers lousy service. And it's often not just lousy — add rude, offensive, abrasive, defensive, maddening and most of all disappointing.

It doesn't have to be like that.

If I take the time to complain, which I rarely do anymore, the manager will always ask, "Did you get the name of the person?" Somehow getting the name of the person is important to the manager. But it is unimportant to me. I never get their name.

The manager is looking to blame someone. I'm looking for someone to accept responsibility. The manager is *never* the one who takes it.

I have found poor service is a reflection of the company and its leaders, not just the person who delivered it.

My reality: When a manager asks me for the name of the person who delivered lousy service,

I reply, "Don't yell at the person who gave me lousy service. Yell at the person who trained them." The person delivering poor service is most likely to have been poorly trained or ill trained, or both. They're doing what they were trained to do, and say what they were trained to say.

Or the employee will "modify training" and make statements based on their "at the moment" feelings:

- Sorry about that ...
- That's our policy...
- I'm just doing my job ...
- They don't pay me to think ...
- I'm just a peon ...

Or worse, they become defensive, even rude, when a customer expresses frustration or anger as a reaction to what happened. Employees do that because someone *taught them* they don't have to take gruff from a customer. (Reality: The customer provides the money for their paycheck).

Ever get poor service at an airline? Of course you have. Everyone has. It happens because the people who work at the airlines are undertrained, poorly managed, feel put upon by their management and their leadership,



Jeffrey Gitomer

The person delivering poor service is most likely to have been poorly trained or ill trained, or both. They're doing what they were trained to do, and say what they were trained to say.

underpaid, rarely if ever praised and are exposed to constant customer complaints. They don't like their job, they don't like or respect their leader, they don't like their company and they don't like the people they serve. Not good.

Now granted, this is a generalization, but I'm in the air enough

to make the comment based on 20 years of flying experience. I get an occasional nice person. I have an occasional pleasant experience. But they are so rare that I actually go up to the person and thank them for being nice, for being happy and for being friendly.

So let's get back to the question at hand. *Why does lousy service exist?*

Who is responsible to make great service possible?

Who is responsible to make great service happen?

I always ask people in service positions, "How's it going?" Most people respond in some negative fashion. Statements like, "Well, tomorrow is Friday!" or "I'll let you know in two hours when I get off" or "You're kidding, right?"

These are losing, self-defeating statements. Statements made by people who fail to understand that doing their best, having a great attitude and having a high sense of personal pride have nothing to do with the job. They have everything to do with who you are as a person.

Most front-line servers are in low-paying positions. When you combine that with our "feeling of entitlement" workforce and with training that's all about the company, with a smattering of "smile,

greet the customer, thank the customer," you have a perfect setting for mediocre or lousy service to occur most of the time.

About now, you want answers to this dilemma. I have them. They revolve around four words you already know: *positive attitude* and *personal pride*. But there is much more to these four words than your known definition.

Positive attitude and personal pride hold the key to your success, and they will be discussed in-depth next week.

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

© 2013 All Rights Reserved



UTAH'S BEST ANNUAL GOLF PASS

The Player's Pass

\$199.95 plus tax

Golf 18 holes for just \$7

Visit our website for more information
www.golfstonebridgeutah.com

some restrictions apply

Stop the HIT on small business

By Candace Daly and Dan Danner

Three years since its passage, the law that had promised to drive down costs and make health insurance more affordable for working families is proving a failure on all fronts. This is especially true when it comes to small businesses, their workers and the self-employed in Utah.

Beginning in 2014, millions of small businesses are set to take yet another broadside from the billions in new health insurance taxes (HIT) included in the president's health-care law, the Patient Protection and Affordable Care Act. The law calls this a "health insurance fee," but the ugly truth is unavoidable: the estimated \$100 billion in costs will ultimately fall on Main Street enterprises and the self-employed. And despite all the political rhetoric in Washington about "shared sacrifice," the nation's largest companies and labor unions are not subject to the tax. This is truly a tax on small business.

Helpfully, policymakers are working to create a small-business fix to ensure our nation's greatest source of job creation and their employees aren't saddled with crippling new taxes that would make offering health insurance benefits too costly to provide for Utah workers and families. The Jobs and Premium Protection Act, bipartisan legislation recently introduced by U.S. Reps. Charles Boustany (R-La.) and Jim Matheson (D-Utah), would establish a needed fix for small enterprises and their workers by repealing the HIT tax before it can be implemented and before the economic and human impacts become real and painful for millions of families throughout the country.

Recent polls by Gallup have shown that the two greatest challenges faced by small businesses are higher health care costs and increased taxes. The small business HIT combines both of these challenges into a single and unaffordable threat to their operations and the well-being of their employees. Congress would be wise not to have a

memory loss on this and other challenges, as we continue to face significant economic hurdles and work to place us back on a path to job growth and economic recovery.

Repealing the small-business HIT would be a good start. According to current Congressional Budget Office (CBO) projections, the costs of the HIT will almost entirely be passed along to small businesses, their employees and the self-insured. To place the issue in context, a recent study by the former director of the Congressional Budget Office, Douglas Holtz-Eakin, found that, on average, the HIT will cost each family about \$5,000 in higher premiums over a decade.

Congress can and should follow the bipartisan leadership of Reps. Boustany and Matheson to fix the HIT on small business. Prior to its passage, warnings about the cost and impact of the president's health-care bill were well known. It was a classic case of the means justifying the end goal. Unfortunately, the end political goal of the law is now set to come at the expense of our local small businesses and the millions of workers they employ, and the quality of health care made available to them and their families. Those affected are not zeros and ones on a spreadsheet in front of bureaucrats in Washington; they are our friends and neighbors who operate and work at small enterprises in the communities we call home. These small businesses and workers are not asking for special treatment or a handout. They simply want to have the federal government allow them to do what they do best: employ local workers, grow their businesses and contribute to the economic and social well-being of their respective communities. To this end, we commend Reps. Boustany and Matheson on their effort to repeal of this punitive tax.

Candace Daly and Dan Danner are, respectively, the Utah State director and the CEO of the National Federation of Independent Business (NFIB).

How anyone can be an Internet money-maker

By Joseph Pfeifer

I know, it sounds like a matchbook cover ad. In fact, it replaces the old matchbook cover ads of the old days. Today, we get advertisements served to us on radio and television, in magazines, on the Internet and even on our phones.

I recently attended the trade show "The Affiliate Summit" in Las Vegas to learn more about "affiliate marketing." Affiliate marketing is when you point or lead someone to a website from your own site, and when someone buys, you receive some money from the sale.

I've actually dabbled in this somewhat, and even made a few dollars, almost by accident. My first try was by linking a special "eBay Partner Network" code in one of my Web pages. This way, when anyone was on my website, and clicked on the phrase I listed, it took the viewer to eBay, where I showed them a certain search for items I wanted them to see. From that point, if they bought *anything* on eBay during a certain amount of time, I received a share of the sale. The company automatically gave me the credit and deposited money in my bank account. I then did "Google AdSense" for a while on my website. It did not matter what I entered for content on my page; Google magically found certain keywords in my text, and displayed a small "Ads by Google" at the bottom of the page, leading the viewer to places of similar interest. I got money for the clicks. Then I found "Amazon Associates." Amazon will let you create little ads on your website selling Amazon-listed products — and get paid for it. I never needed to package or ship anything. I never needed to email a customer. I just received money in my bank account.

This type of advertising is all over the Internet. Each time you see a small ad in one of the side frames in a website, it's affiliate marketing. Look at KSL.com. There are numerous ads on the side, showing weight loss or refinance ads, etc. If you click on these, and especially if you buy from these ads, KSL receives income. They probably receive lots of income, because of the large amount of people searching their site.

from page 8

tial solar power products, announced a "significant" initial investment from Salt Lake City-based **Sorenson Capital Partners**.

MEDIA/MARKETING

• At its annual **SUBWAY** Team Operations Marketing & Planning Summit, **SUBWAY** restaurants recognized 10 of 202 markets for their success and leadership by naming them Market of the Year. Of those recognized, three markets are represented by **The Summit Group Communications (TSG)**, an advertising and public relations firm in Salt Lake City. The three TSG markets awarded Market of the Year were Charlotte, N.C.; Richmond, Va.; and Charleston, S.C. The agency represents 32 **SUBWAY** markets total, spanning from Florida to Washington.

I was intrigued. I had to find out more. I found The Affiliate Summit trade show. This show is held at least twice a year, in the East and in the West. This show brings in all of the big players involved in Internet marketing. It has many advertisers looking for publishers (affiliates) who will let them place their ads on the affiliate's sites. It has "networks," which are large organized agents representing many advertisers. From the network you can choose just about any kind of advertiser for your particular interest or niche. If you have a blog or a shopping site, you can select ads or banners to complement your topic.

The major value of the trade show is the education you can receive. The experts, who have made lots of money and learned many tricks, give seminars. They discuss just about every aspect of the business. If you are there to learn how to get the product that you manufacture in the affiliate circuit, you will learn there. If you are a website owner or blogger and want to learn how to monetize your site, you will learn it there. If you want to know the tricks of SEO (search engine optimization), you will discover some amazing resources and tips.

One small warning. This show is about selling. There will be some selling "their secret moneymaking wiz-bang weekend training deal-o-ramas." That's how *they* make money. If they show you a photocopy of a check from Google or another venue for huge amounts of dollars, run away. There is so much more you can learn from the professionals at the seminar sessions.

This new digital world is evolving rapidly. There are new ways and words we use. The Internet industry is very volatile. If you are using the Web at all, you need ways to keep up with all of the changes and technology, and the changes that the browser companies are implementing. This used to be the "Wild West," but has evolved into mainstream. The Affiliate Summit is a very good tool and a great networking venue. I recommend to business owners of all sizes look into it.

Joseph Pfeifer is a Utah freelance writer involved in online marketing.



For all your trailer needs

New & Used trailer sales

(Tanks, lowboys, slide axles, belly dumps, tag trailers, vans & flats)
Brands: Heil, J&L, LBT, Landoll, XL Sepicalized, Trailmax, Trailing King

State of the art repair & paint facility

Parts sales & show room

COME SEE US!



4285 West 1385 South
Salt Lake City, Utah 84104
1-800-442-6687
www.semiservice.com

RESTAURANTS

• National restaurant chain **LongHorn Steakhouse** restaurant opened a **South Jordan location** on Feb. 18. Located at 11346 River Heights Dr., it is the third LongHorn Steakhouse in Utah. The 6,270 square foot restaurant employs approximately 80 to 100 team members, seats more than 240 guests and is led by Brett Haney, managing partner.

TECHNOLOGY

• Bluffdale-based **Code**, a provider of image-based bar code reading systems, plans to launch its newest offering, a fully integrated **Wi-Fi image-based bar code reader**, this spring. The technology will be added to the firm's existing Code Reader 2600, which decodes and omnidirectionally reads both 1D and 2D bar codes. It was launched last fall.



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



Irena Edwards is currently a Senior Relationship Manager and VP for KeyBank's Real Estate Capital Group and has been financing Commercial Real Estate since 2005. With almost 20 years in the financial industry, she has provided financing for both construction and existing commercial income producing projects, including retail, office, industrial, and multi-family. She has significant experience in portfolio and risk management, construction financing, loan syndication, and permanent loan placement. Irena graduated from Westminster College with a BA in International Business and received her MBA from University of Utah.

Office: (801)297-5802
E-mail: irena_r_edwards@keybank.com



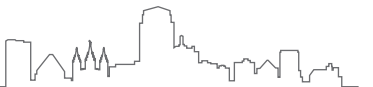
Thank you to the following companies for supporting women in Commercial Real Estate:



2012 PLATINUM SPONSORS

2012 GOLD SPONSOR

2012 SILVER SPONSORS



For Lease



1055 W. North Temple

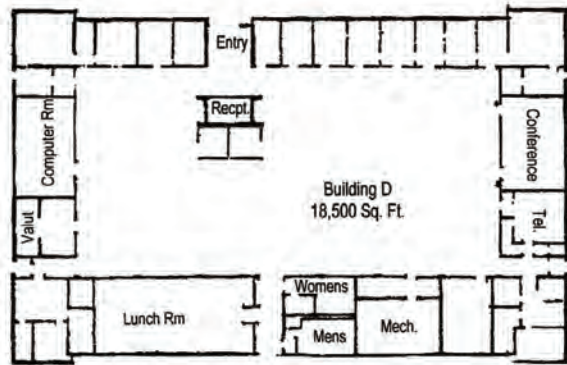
\$12.00 Sq.Ft. NNN
18,500 Sq. Ft.
2.16 Acres
M-1 Zoning

Great Location
 Corporate Office

5 minutes from central
 business district

Immediate Occupancy

Will remodel to suit tenants
 needs



Contact:
Matt Sandberg
(801) 205-1523



Information deemed reliable but not guaranteed. Buyer to verify all information

Northgate

BUSINESS PARK

Ben: 801-891-6927
 James: 801-891-6932

\$165 and up



Private office available 8 blocks from downtown city center. Located your business in the Northgate Business Park complex. Currently home to over 80 different companies.

Absolutely the best deal in town!

Amenities Include:

- Free Parking
- Conference Rooms
- 24 hour electronic key card access
- 8 blocks from city center
- 2 blocks from a main I-15 on/off ramp
- 24 hour camera security
- Thriving business community
- Public transportation in front of property

6550 South Millrock Drive, Suite 200
 Salt Lake City, Utah 84121

www.coldwellutah.com
 801.947.8300

**Proudly Announcing Another Top
 Property Management Assignment**



Professional Management of Union Heights Office Building 7730 South Union Park Avenue - Sandy, Utah



143,257 square feet

Office Building

Asset Services provides: Property Management, Facility Management, Construction Management, Operational Reviews, Lease Administration, Portfolio Consulting



COMMERCIAL DIVISION

1414 E. Murray Holladay Road
801-278-4414

HIGH END OFFICE CONDO FOR SALE
7370 S. CREEK RD #204A



For Sale: \$275,000

High End Designer Finishes
- 2,268 Total SF (1,536 SF Office, 732 SF Storage)
- Custom Paint & Marble Tile
- Great for Owner/User or Available For Lease or Lease Option. Current Tenant Lease Expires 03/31/2013

Kym McClelland
801-573-2828

OFFICE CONDOS-2 SPACES LEFT!!
3895 W. 7800 S.-West Jordan



Lease Rate: \$13.00 NNN
Sales Price \$185/SqFt

Suite 201: 1,246 RSF
Suite 204: 1,372 RSF

- Across From Jordan Landing & Bangerter Hwy
- High End Finishes
- Light & Open

GEORGE RICHARDS, CCIM 801-631-9963

Ideal Retail/Office Location!



1750 W 5000 S

Lease Rate: \$1,650/mo.
Cam Charge: \$150/mo.
SqFt: 2,000

Anchored by General Army, Prime Redwood Rd Location, Easy Access to I-15 & I-215

1720 W 5000 S

Lease Rate: \$1,050/mo.
SqFt: 1,225

SUE MARK 801-580-2378

Jordan River Professional Plaza



For Sale: \$110 RSF

Price includes \$30 TI Allowance

1258 W. South Jordan Parkway (10400 South)

- New Office Condos
- **BANK OWNED**—Financing Available
- **1 SPACE LEFT: 4,211 RSF**

George Richards, CCIM
801-631-9963



FIRST MONTH FREE RENT!!!
1459 East 3900 South



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

Barry Brinton
801-694-0243

Crystal Richardson
801-641-5687

Exclusive Office Space For Lease/Sale
2091 E 4800 S (Murray Holladay Rd)



For Sale: 10,800 SqFt, \$975,000

For Lease: 2,000 SqFt, \$14-Full Service

- Beautifully Remodeled
- Highly Visible Location
- Free Surface Parking

Kym McClelland
801-573-2828

OFFICE CONDO FOR SALE OR LEASE



5292 s. College Dr. #101 (500 W)

For Sale: \$1,295,000 For Lease: \$13.50/NNN

- 6287 SF- Main floor office
- High end tenant finish
- 14 + private office
- 2 large work areas
- Underground parking



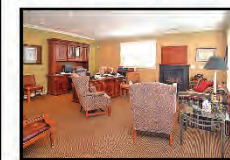
George Richards, CCIM 801-631-9963

Bountiful Office For Sale
144 North 100 West



\$189,900

- 1,516 SqFt
- Private Reception Area
- 2 Rooms For Offices
- Large Break Room
- 2 Bathrooms
- Open Copy & File Room
- ADA Compliant



Crystal Richardson -801-641-5687

Naylor Farm Office Building
3823 West 9000 South



Lease Rate: \$14.00 - NNN

- 4,435 Square Feet—Can Be Divided
- Will Be Built out To Meet Your Needs
- Close to Redwood Road, Bingham Highway, and Bangerter Highway
- Next Door to Naylor Shopping Center

GEORGE RICHARDS, CCIM 801-631-9963

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



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

GEORGE RICHARDS, CCIM 801-631-9963

SR-154

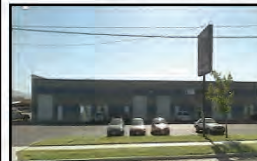


FOR SALE - Undeveloped Commercial Land

- 13735 So. Redwood Road
- Approx. .96 of an acre
- Undeveloped Land
- 140 ft. of frontage road on Redwood Rd.
- 2 parcels: 252002 & 252003
- \$334,999

Robynne Maxfield, GRI 801-971-7088

Warehouse/Office For Lease
3555 South 700 West 4D & 4C



-4,000 SF Warehouse
-1,000 SF Office
-3 Offices
-Reception Area
-12 x 14 Door
-18' Ceilings
-\$2,500/Month

GEORGE RICHARDS, CCIM 801-631-9963

Centrally Located Office Condo
1345 East 3875 South #204



-1,316 Sq. Ft.
-Medical Dental Usage
For Sale: \$195,000

GEORGE RICHARDS, CCIM 801-631-9963



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

ROK CREATORS.COM
©13

BOKBLUSTER.COM

THE WINNER FOR THE BEST FILM DISTRACTING FROM THE NON-RESCUE OF U.S. EMBASSY PERSONNEL IS "INNOCENCE OF MUSLIMS!"



Why the 'hip' young Republicans can't change their party

Savvy Republicans know that something is deeply wrong with the GOP — frequently mocked these days by Republicans themselves as “the stupid party” — which has lost the popular vote in five of the last six presidential elections. Some have noticed as well that their congressional majority is so widely despised — its main achievement being historically low public approval ratings — as to be sustainable only by gerrymandering. During the last election cycle, those fearsome Republican super PACs, funded by the overlords of Wall Street and Las Vegas, spent hundreds of millions of dollars, with no discernible impact on an alienated electorate.

The result is a burgeoning self-improvement movement on the right, generating introspective articles and interviews in which Republicans ask: “What is wrong

with us? How can we change? What must we do to avoid partisan extinction?”

But like many troubled people grappling with serious life issues, they aren't truly ready for change. They want to maintain the status quo while giving lip service to reform — and changing as little as possible beyond the superficial. They would do anything to project a fresher image, more attractive and effective, without confronting their deeper problems.

The deceptions involved in this process are perfectly exposed in Robert Draper's fascinating excursion among the urbane young Republicans whose frustration he skillfully reported in a recent *New York Times Magazine*. His account is well worth reading, if only to observe these self-consciously “hip” conservatives confronting the reality

of last November — and failing utterly to comprehend its meaning. Early in Draper's article, a GOP technology consultant notes that the youth vote for President Obama grew by 1.25 million in 2012 over 2008 (precisely the opposite of what most pundits and pollsters predicted). But he doesn't seem to realize that the youth gap cannot be remedied by stronger social media or updated voter files.

The young Republicans bitterly mock the Romney campaign's technological ineptitude, and complain more broadly about the party's repellent reputation among young voters, minorities, gays, immigrants, women and everyone sympathetic to them. They largely seem to believe that if the Republican National Committee would hire people like them — and if Rush Limbaugh and Todd Akin would simply shut the eff up — then the party could expand beyond its narrow, aging,

white, and religiously conservative base.

As they hasten to assure Draper, these dissidents would adopt a friendlier attitude toward those who are different and are even eager to engineer a few minor platform alterations to accommodate immigrants or gays.

But why would they make such concessions to decency? Not out of any sense of justice or shame. They are not interested in social justice and they only feel ashamed of losing. Rather than honestly confronting the harm done by pandering to bigotry and division, they'd prefer to paper it over with a smiley face and move on.

By proclaiming that their defeats are due mainly to technological inferiority or bad messaging, the young Republicans ignore the underlying source of popular disdain for their party. It is true that their technology was feeble, their candidate and consultants

were incompetent, and their messaging was often repellent. But the self-styled hipsters of the right are in fact not much different from the Tea Party octogenarians in their hostility to government investment, social insurance, health care, education, and industry — and both are in conflict with the evolving attitudes of young Americans across all demographic lines.

The disgruntled figures who spoke with Draper represent almost nobody in the GOP, compared with the legions commanded by Limbaugh and the religious right. But if their fantasy could be made real, what shape would it take? A tech-savvy, gay-friendly, 21st-century Calvin Coolidge? A composite of Marco Rubio, Chris Christie and Rand Paul?

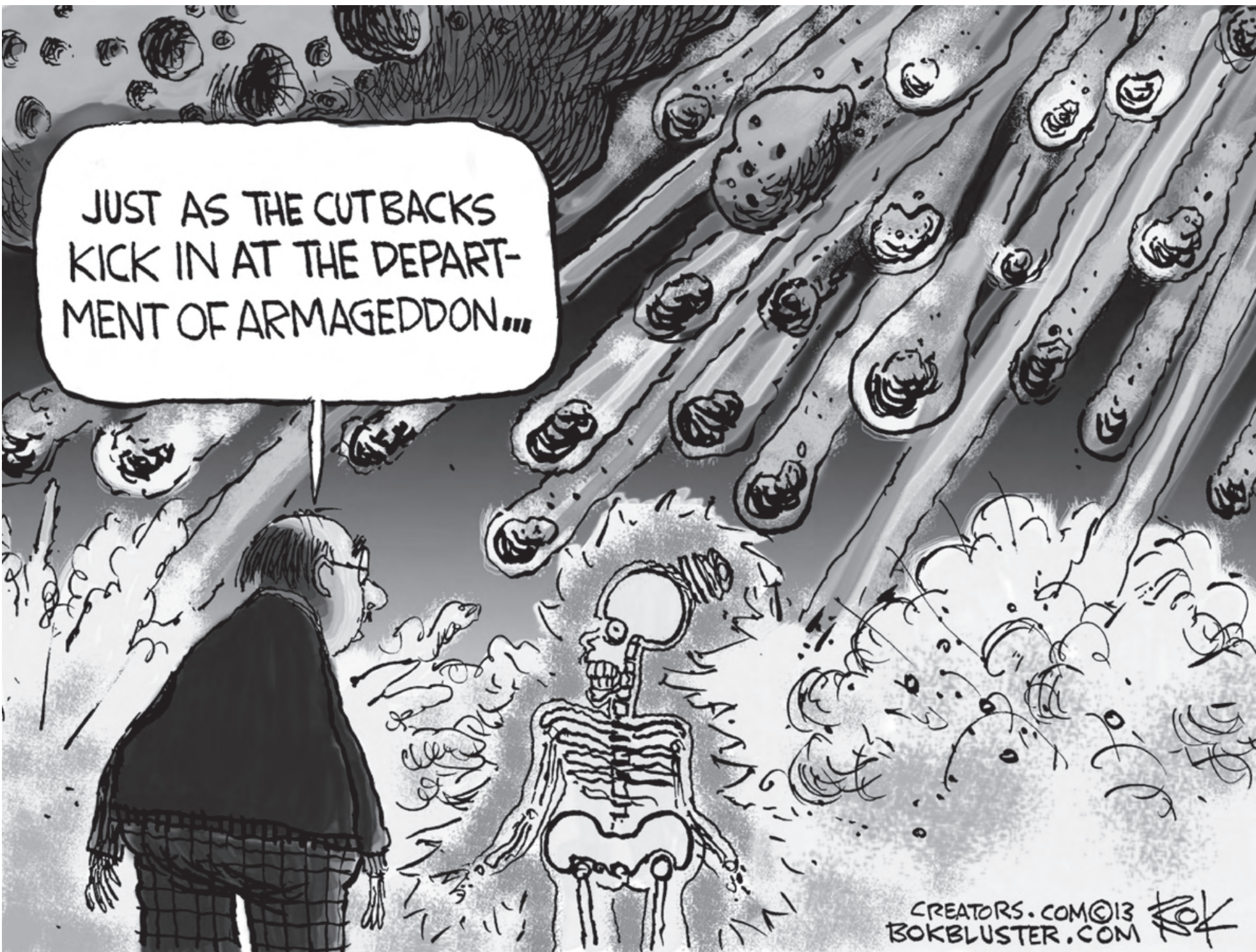
Good luck with *that*.

Joe Conason is editor in chief of nationalmemo.com.

Copyright 2013 Creators.com



Joe Conason



Shepherds and sheep

John Stuart Mill's classic essay "On Liberty" gives reasons why some people should not be taking over other people's decisions about their own lives. But Prof. Cass Sunstein of Harvard has given reasons to the contrary. He cites research showing "that people make a lot of mistakes, and that those mistakes can prove extremely damaging."



Thomas Sowell

Prof. Sunstein is undoubtedly correct that "people make a lot of mistakes." Most of us can look back over our own lives and see many mistakes, including some that were very damaging.

What Sunstein does not tell us is what sort of creatures, other than people, are going to override our mistaken decisions for us. That is the key flaw in the theory and agenda of the left.

Implicit in the wide range of efforts on the left to get government to take over more of our

decisions for us is the assumption that there is some superior class of people who are either wiser or nobler than the rest of us.

Yes, we all make mistakes. But do governments not make bigger and more catastrophic mistakes?

Think about the First World War, from which nations on both sides ended up worse off than before, after an unprecedented carnage that killed substantial fractions of whole younger generations and left millions starving amid the rubble of war.

Think about the Holocaust, and about other government slaughters of even more millions of innocent men, women and children under Communist governments in the Soviet Union and China.

Even in the United States, government policies in the 1930s led to crops being plowed under, thousands of little pigs being slaughtered and buried, and milk

being poured down sewers, at a time when many Americans were suffering from hunger and diseases caused by malnutrition.

The Great Depression of the 1930s, in which millions of people were plunged into poverty in even the most prosperous nations, was needlessly prolonged by government policies now recognized in retrospect as foolish and irresponsible.

One of the key differences between mistakes that we make in our own lives and mistakes made by governments is that bad consequences force us to correct our own mistakes. But government officials cannot admit to making a mistake without jeopardizing their whole careers.

Can you imagine a President of the United States saying to the mothers of America, "I am sorry your sons were killed in a war I never should have gotten us into"?

What is even more relevant to Sunstein's desire to have our betters tell us how to live our

lives, is that so many oppressive and even catastrophic government policies were cheered on by the intelligentsia.

Back in the 1930s, for example, totalitarianism was considered to be "the wave of the future" by much of the intelligentsia, not only in the totalitarian countries themselves but in democratic nations as well.

The Soviet Union was being praised to the skies by such literary luminaries as George Bernard Shaw in Britain and Edmund Wilson in America, while literally millions of people were being systematically starved to death by Stalin and masses of others were being shipped off to slave labor camps.

Even Hitler and Mussolini had their supporters or apologists among intellectuals in the Western democracies, including at one time Lincoln Steffens and W.E.B. Du Bois.

An even larger array of the intellectual elite in the 1930s opposed the efforts of Western

democracies to respond to Hitler's massive military buildup with offsetting military defense buildups to deter Hitler or to defend themselves if deterrence failed.

"Disarmament" was the mantra of the day among the intelligentsia, often garnished with the suggestion that the Western democracies should "set an example" for other nations — as if Nazi Germany or imperial Japan was likely to follow their example.

Too many among today's intellectual elite see themselves as our shepherds and us as their sheep. Tragically, too many of us are apparently willing to be sheep, in exchange for being taken care of, being relieved of the burdens of adult responsibility and being supplied with "free" stuff paid for by others.

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

Opens NEXT WEEK
Get Tickets NOW!

SHEN YUN 2013

神韻晚會



**“5,000 YEARS ...
IN ONE NIGHT”**

— The New York Times

**“INCREDIBLE!
GROUNDBREAKING!”**

— nbc msnbc

ALL-NEW SHOW
WITH LIVE ORCHESTRA

MAR 12-13

Browning Center in WSU
1901 University Circle, Ogden

ShenYun.com

SHEN YUN: YOU'VE BEEN WAITING FOR LIFETIMES

From the legend of Yellow Emperor 5,000 years ago to the story of the Monkey King, from the mountains of Tibet to the banks of the Yangtze River... Shen Yun takes you on a magic journey through ancient dynasties and faraway lands. Experience the 5,000-year-old divine culture that was almost lost. Sold-out shows throughout North America and standing ovations in five continents have made Shen Yun an international sensation. Millions of people come away from Shen Yun inspired and awestruck. Nearly 100 performers with a live orchestra, coming to Val A. Browning Center in Ogden - the only venue in Utah with stage large enough to hold such grand-scaled production. 2 days only! Don't miss it!



“5 stars! I've seen 3,000 to 4,000 shows since 1942. None can compare to what I saw tonight. The best word to use is **'MIND BLOWING'**... See it six times!”

— Richard Connema, renowned Broadway critic



“Spectacular! Absolutely the GREATEST of the great. Really OUT OF THIS WORLD!”

— Christine Walevska, cello virtuoso



“This is the profound, quintessential end of entertainment, there is nothing beyond this, nothing.”

— Jim Crill, producer



“Absolutely beautiful... It has become this one big poetic event. It was so inspiring, I think I may have found some new ideas for the next AVATAR.”

— Robert Stromberg, Academy-Award winner, production designer for Avatar



“An extraordinary experience... Exquisitely beautiful.”

— Cate Blanchett, Academy Award-Winning Actress



“Demonstrating the highest realm in arts, Shen Yun inspires the performing arts world.”

— Chi Cao, lead actor in Mao's Last Dancer



3 Shows Only! March 12 (Tue) 7:30pm, March 13 (Wed) 2pm & 7:30pm
Browning Center in Weber State Univ., 1901 University Circle, Ogden

Tickets: \$120, \$100, \$80, \$70, \$60, \$50. Order Tickets at Tickets.ShenYun.com, or call 1-888-974-3698