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#### UTAH'S BUSINESS HERITAGE

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Laurel Delaney provides guidance to companies considering international trade during last week's Utah Global Forum. The first-ever event at the Salt Palace attracted several hundred people. Delaney, author of exporting-based books and founder and president of management consulting company GlobeTrade, encouraged small businesses to consider foreign trade. Currently, only 370,000 small U.S. companies are involved in international business. Photo by Joe Canfield.

## Forum: Business opps are out there

#### **Brice Wallace**

The Enterprise

"There are business opportunities everywhere."

With that sentence, Gov. Gary Herbert articulated the gist of the first-ever Utah Global Forum, a gathering of business and government leaders to learn about opportunities to conduct international trade.

Last week's event at the Salt Palace was hosted by the Governor's Office of Economic Development (GOED), World Trade Center Utah and the Salt Lake Chamber. Rather than concurrent breakout sessions, the forum consisted of quick presentations — most of them 15 minutes — and expert panels focusing on the opportunities and challenges of entering the global marketplace.

Statistics abounded. For example, Val Hale, executive director of GOED, said that Utah has grown exports to Mexico by 851 percent during the past two decades, including quadrupling in the past 10 years alone. "With numbers like that, I'm sure that your business would love to have a

see GLOBAL pg. 4

## Utah job growth contines to be 'strong & steady'

Utah's non-farm payroll employment for August grew by an estimated 3.5 percent, adding 44,700 jobs to the economy as compared to August 2013. There are now an estimated 1,332,900 Utahns employed.

August's seasonally adjusted unemployment rate came in at 3.6 percent — no change from the prior month's rate. Approximately 51,100 Utahns were unemployed in the month and actively seeking work. The national unemployment rate was virtually unchanged, dropping by one-tenth of a percentage point from July.

"Utah's job growth continues at a strong and steady rate," said Carrie Mayne, chief economist at the Department of Workforce Services. "Although the household survey has shown a decline in Utah's labor force volume, expansion in the job market shows strong hiring activity. Many employment opportunities exist across the state for Utah workers."

All of the 10 private sector industry groups measured in the establishment survey posted net job increases in August as compared to last year. The largest employment increases were in construction (8,700 jobs); trade, transportation and utilities (6,800 jobs); and leisure and hospitality services (6,600 jobs). The fastest employment growth occurred in construction (11.2 percent), information (7.3 percent) and other services (5.7 percent).

## Private sector hurt by societal dependence, says Will

#### **Brice Wallace**

The Enterprise

The United States is in a "death spiral" in which more and more people are becoming dependent on the federal government and which is stifling the private sector.

That's the view of George Will, columnist, author and Fox News Channel contributor, who spoke recently in Salt Lake City.

"I believe, ladies and gentlemen, there is an agenda in Washington to change social norms, to de-stigmatize dependency, and by so doing, change the national character, to reconcile Americans to being wards of the government," Will said as part of the Zions Bank Premier Wealth Management speaker series. "We're reaching the tipping point at which an ever-larger majority of Americans are related to the central government either as its employees or as its clients.

"This, to me, presages a death spiral of the welfare state. As the weight of the government becomes more and more suppressive of the energy of the private sector, which alone, by its growth, can throw off the revenues to pay the bills. It suppresses the energy of the private sector. It tries to make up for the shortfall by increasing

taxes, which increases the weight of the government, and the death spiral continues."

Government dependency, he said, comes in many forms, including paying for healthcare, more people relying on food stamps, and involving even the energy sector, which he said is "full of political and government dependency."

It also is evident in the growth of Social Security disability.

"The public is healthier than ever before, the workplace is safer than ever

see WILL pg. 5



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## Osprey Packs moves warehouse operation to Ogden

Colorado-base company Osprey Packs Inc. has picked Ogden as the location for the company's new U.S. distribution center. While Osprey company headquarters, which includes sales, customer service, marketing, finance, returns and other core functions, will remain in Cortez, Colorado, warehousing and shipping will occupy a new 108,000square-foot warehouse being built for Osprey in the Business Depot Ogden (BDO). Completion of the building, along with retailer shipments from this new location, is expected by mid-2015.

This relocation positions Osprey's U.S. distribution center near the national rail network, allowing

backpack for improved supply chain efficiencies, smaller environmental impact as well as providing access to transportation lanes that support better service to the brand's retailer base.

> This move also addresses the space constraints Osprey has faced in recent years, requiring the company to patch together several smaller facilities in Cortez. By contrast, the new structure streamlines the organization with the headquarters facility in Colorado and another single distribution center in Ogden. The plan also includes the expansion of Osprey's Colorado headquarters to create an improved work environment and allow for continued growth of

the Cortez team member base.

"This single roof distribution model will enable Osprey to better serve our partners as well as streamline most logistics processes," said David Dunn, operations director of Osprey. "After thoughtful consideration of all our options, the Osprey Logistics and Fulfillment team was extremely impressed with the Ogden community and the BDO park in particular."

The new distribution center is set to open with up to 20 Osprey team members, many of whom will be relocating from Colorado and some of whom will be new hires in Utah.

## Provo's VitalSmarts acquired by equity firm

Provo-based corporate training company VitalSmarts has been acquired by Providence Equity Partners of Providence, Rhode Island. The companies have not disclosed the financial terms of the transaction.

"Today is a happy day for all who have been involved in build-

Andrew Shimberg, CEO of VitalSmarts. "With their strong, established platform in the industry and deep financial and operational expertise, Providence is an ideal partner to help us achieve our long-term vision."

Shimberg will continue to

ing this incredible company," said lead the company as CEO, and the VitalSmarts leadership team will remain the same. Co-founders and authors Joseph Grenny, David Maxfield and Kerry Patterson will continue to provide intellectual property leadership, research and new content.

## Riverton Hospital breaks ground on addition

After just five years of business, Riverton Hospital is undertaking a major expansion project to meet the needs of residents of Riverton, Herriman, Bluffdale and South Jordan.

The hospital, which is located at 3741 W. 12600 S., has broken ground for the expansion project. The new four-story, 120,000-square-foot building will house several additional services at Riverton Hospital, including rheumatology, pulmonology, a senior clinic, ophthalmology and podiatry. It will also allow current services such as the inpatient lab, endoscopy and physical therapy to expand to meet the growing demand for services.

"Throughout the last few years, the cities in our service area have been ranked among the fastest-growing cities in the nation," said Blair Kent, Riverton Hospital's administrator.



exclusive conference is designed to bridge the gender gap in the profession while educating and empowering women. This event promotes the professional growth of women in the workforce and aims to help them advance in their careers, strengthen communication, take on leadership roles and more.

i nursday, Oct. 2

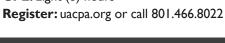
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## Agency renames, rebrands

Long-time Salt Lake City advertising and public relations agency Penna Powers Brian Haynes has changed its name and adopted a new graphic identity. The firm will now be known simply as Penna Powers.

"Our rebrand is more than just semantics," said Penna Powers founding partner and CEO Chuck Penna. "Communication is always changing, but the basis of successful communication, and building brands, has been and remains two-way conversation. The new mark captures that essence."

The logo, consisting of stylized dialogue boxes, represents a two-way conversation — the foundation for building successful brands, according to Penna. Together with partners Dave Smith and Mike Brian, Penna unveiled the agency's new name and logo as part of its 30th anniversary celebration.

"As a company, we have also had many evolutions over our 30 years, adding disciplines, capabilities and offices, but there has always been one constant — we have an innovative, hard working team that constantly looks ahead to deliver on the next big thing." said Brian. "We also want to recognize our tremendous client partners who allow us to do what we love, and we can't wait to see what the next 30 years brings."

"Communication also is the catalyst to anticipating the business needs of our clients," said managing partner Smith. "Like gravity, digital is a powerful force influencing relationships, conversions and decisions. Integrating digital strategies and capabilities into our wheelhouse has jettisoned our ability to help our client partners achieve their communication and business goals."

The agency's current office location on Major Street in Salt Lake is its third home. The agency also has an office in Las Vegas. Today the agency has nearly 50 employees working in two states.

## Unishippers launches subsidiary

Unishippers, a small package and freight shipping reseller has opened its new subsidiary, Launch Logistics, located in its hometown of Salt Lake City. Joe Curtis, who has been the vice president of sales for Unishippers since 2008, is the new entity's president.

Launch Logistics is intended to rapidly expand the company's salesforce and customer service expertise and operates alongside its accelerating franchise network, prompting further growth and hands-on learning that will benefit the entire franchise system. The subsidiary plans to hire 60 new employees by April 2015. As a result, Unishippers expects to double its workforce in the state of Utah. In particular, the management team is looking to hire skilled professionals in sales, customer service, freight management and administration.

"Unishippers has made a substantial investment in this subsidiary to best support Unishippers' accelerating growth in 2014," said Curtis. "We developed this new sales and service operation to yield significant productivity and efficiency gains in both sales and customer service. Launch Logistics provides great employment opportunities in the Salt Lake area

and significantly betters the franchise system as a whole. We're ecstatic to see our vision finally come to life."

The Launch Logistics team will be working closely with Unishippers franchisees and the franchisor to develop stronger solutions for both its customers and the franchisees' back office operations, making the shipping process smoother and more efficient. The new company will also reduce franchisees' cost to do business and increase overall efficiency as processes and technology solutions will be developed and field-=tested through Launch Logistics before they are implemented systemwide.

"Unishippers focuses on providing shipping services to the small to mid-size business market. This market is estimated at a staggering \$100 billion and Unishippers has a relatively small market share even taking into account our impressive growth over the past couple of years," added Curtis. "Launch Logistics will allow us to further expand into the space and reach even more small to mid-sized businesses that can undoubtedly benefit from our enhanced services."



Brett Heimburger, director of International Trade and Diplomacy at the Governor's Office of Economic Development, and Cynthia Chen, the China trade representative, speak at a reception in JuWangFu, China. Heimburger and Chen, along with the Utah delegation, met with various business leaders throughout the reception, building key connections for future expansion of Utah businesses.

## China trade mission deemed success

Members of a delegation of Utahns on a trade mission to China came home believing the effort was worthwhile. The delegates cited the way promotional material disappeared following events during the five-day tour which ended recently as proof that they were making an impact with the

Delegates said that brochures about Utah flew off the display table at a reception in JuWangFu after the showing of a video featuring Utah's Mighty Five national parks and following high level business meetings held during the day with members of the trade mission.

The contacts made with Chinese business leaders and investor groups during daytime meetings initiated possible new business for delegation members. The private reception at the end of each day was part of the trade mission to China where business executives and government officials met with even more Chinese representatives from many major Chinese companies to form personal relationships that are key to productive business relations in China. The results seemed to bode well for Utah businesses looking to expand to China and for Chinese companies looking to invest in Utah.

The Utah delegation met with investor groups which included China Renaissance Capital Investment Ltd., Huatai Financial Holdings Ltd., WTOP.com and Haier, the major Chinese appliance manufacturer which already has some operations in South Carolina. Discussions with these groups focused on the possibilities to develop platforms for investment into emerging research and technologies in Utah that could be leveraged in China.

Companies in the Utah delegation that support the direct selling nutraceutical industry such as SupraNaturals, Mineral Resources International and Albion Minerals, all made strong contacts with Chinese companies that facilitate and support that industry.

The Chinese also expressed a specific interest in Utah's ener-

**UTAH** 

gy sector and government officials advised these individuals on the regulations and restrictions to foreign investors in U.S. companies and technologies.

China is a rapidly growing market for visitors to the United State and, to capitalize on this trend, the Utah Office of Tourism has also conducted a sales mission to China returning last week. The group is actively working with Chinese tour operators and online tour agencies to increase awareness of Utah's year-round tourist

### West Point development underway

The Wright Development Grou is developing a 27-acre commercial and residential mixed-use development located on the southwest corner of 2000 West and 300 North in West Point.

The project will include a 21-acre commercial component with over 150,000 square feet of commercial space anchored by a 123,494 square foot Smith's Marketplace with a pharmacy and a Smith's fuel station. It is anticipated that Smith's will start construction of the Smith's Marketplace in the spring of 2015 with a store opening in early 2016.

Wright will develop an additional 27,000 square feet of retail space including mid box tenants, retail shops, banks, credit unions, restaurants and other commercial

The Wright Development Group is a Utah based real estate development firm which has developed over 1,300,000 square feet of commercial space and owns and manages ten shopping centers across the Wasatch Front including the Super Walmart, Lowes Home Improvement Center and Kohl's in Clinton.

## Malouf buys La-Z-Boy building

Bedding accessories manufacturer, Malouf has acquired a 675,000 square foot building from La-Z-Boy allowing faster shipping and more space for its rapid growth in bedding products, According to company officals.

Located in Box Elder County and near its headquarters in Logan, Malouf will use the building to reinforce its Logan and Lenoir, North Carolina warehouse loca-

"To better serve our customers and to be poised for growth, we needed more space," said Mike Douglas, the general manager at Malouf. "In the last few weeks we hit some large sales and production milestones. In addition, we have nearly 1,000 new product SKUs planned for the next year so it's not hard to guess the reason we chose to double our warehouse

At the end of August, Malouf announced the beginning of its largest production cycle to date by manufacturing more products at one time than ever before. One

week later, Malouf had announced its best sales week ever which contributed to its best month and best quarter.

"We are excited to have Malouf join the community," said Mitch Zundel, economic development director for Box Elder County. "They have already been great to work with and we look forward to what is to come." Zundel expects an unspecified number of new jobs to be created when the facility opens.

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## Affordable Care Act (ACA) marketplace exchange.

Utah Private Health Exchange offers a private alternative to the ACA confusion. One carrier, one agent, fifteen plan choices accessing Regence BlueCross BlueShield of Utah, retaining the employer/employee relationship with tax favored premium payments.





Advance Storage Products, a private manufacturing company based in Garden Grove, California, has officially opened a new manufacturing plant at 939 S. 700 W., Salt Lake City. Above, attendees at a recent grand opening tour the facility.

The company has hired 34 workers, of whom 22 were unemployed when they were hired, and invested \$8 million in equipment and the 65,000-square-foot building, which sits on 15 acres.

Advance Storage Products manufactures warehouse rack systems and is the market leader in the pushback rack industry. In business for more than 50 years, the company has completed more than 10,000 projects in the United States, South America, Central America, China and Canada for global customers, including Pepsi, Coca-Cola, Johnson & Johnson, Procter and Gamble, Hartz Mountain and Americold Logistics.

The company has 210 employees and also operates a manufacturing plant in Cedartown, Georgia.

"We decided to expand our manufacturing capabilities and reach here based on our research and analysis," said John VR Krummell, president and chief executive. "We determined that Salt Lake City provides a competitively strategic location coupled with an excellent workforce, work ethic and business/technology environment essential to a successful operation."

#### **GLOBAL**

from page 1

piece of that type of trade with Mexico," he told the crowd.

Lane Beattie, president and CEO of the Salt Lake Chamber, noted that trade with the European Union rose 86 percent between 2007 and 2013. "That's absolutely phenomenal, and just remember what the economy was like during that time," Beattie said.

Herbert said Utah has doubled its overall import/export totals in the past 10 years, and exports in 2013 totaled \$16.1 million. Of that figure, \$7.6 billion was in value-added products. In each of the past few years, Utah has led the nation in export growth, accounting for 150,000 new jobs in the state.

"I'm here to tell you, I think we're just barely scratching the surface," the governor said. "I think the potential that we have worldwide is incredible." Ninety-five percent of the world's population is outside the U.S. and they are all potential customers, he added.

Laurel Delaney, founder of GlobeTrade and author of several books about exporting, displayed a slide indicating 2013 saw a record \$2.3 trillion in U.S. exports, which supported a record 11.3 million U.S. jobs. However, only 1 percent of U.S. companies are exporting, and only 370,000 are small businesses.

"So what that should tell all of you is that there are a whole heck of lot of small businesses that are not exporting, for whatever reason. ... We have a lot of room for additional growth," she said.

She added that most small businesses that are export-ready are growing quickly. "And even though they may not be growing at a speed they would like to be growing, many of them at least have the ability to stay in business longer than non-exporting companies," Delaney said.

Herbert reiterated a goal spelled out earlier this year for Utah to grow its value-added product exports by \$1.6 billion over the next five years.

"That's the goal, which is lofty. It's certainly not something that's going to be easy to do, and there are many naysayers who say, 'Gary, you can't do it.' But I remind everybody that the same people who said we can't do this said we couldn't create 100,000 jobs in 1,000 days either," Herbert said.

"We've proved the naysayers wrong. Utah has a can-do spirit. We have a mentality and attitude [where] we can succeed where others may be struggling."

Among Utah's advantages is a global recognition — "being known outside our own borders at a level we've never had before in our state's history," he said. Among the reasons are the 2002 Winter Olympic Games, Utah's promotional spending and the state's many trade missions in recent years, allowing Utah to advance from "an unknown commodity."

"This is the best place in America to live, to raise a family and to do business, and, with your help, we'll make it the best place in the world," he said.

Among some of the other highlights of the forum were:

- Delaney saying companies and owners need to take stock of themselves to determine if they have the mindset necessary to be successful in exporting, and to determine which business model to use when they make the move.
- Craig Allen, deputy assistant secretary for China Global Markets for the U.S. Department of Commerce's International Trade Administration, explaining demographic changes occurring in China.

That country now has 54 percent of its population living in

urban areas, up from 20 percent in 1979 and resulting in the movement of about 300 million people. The population also is aging and becoming more middle-class.

What's more, about 171 Chinese cities have populations of 1 million or more. "I would argue to you that it is in these secondary cities that a great deal of opportunity lies for Utah companies," he said, adding that China itself represents "the most exciting economic opportunity of our lifetimes."

• Paul Campbell, president and general manager of Campbell Scientific, advising companies starting trade in China to pay attention to the character of the people with whom they are dealing, to find a compatible market niche, to protect their intellectual property through interdependent relationships, and to be loyal to their employees and share their success.

His company started doing business in China because it was growing, it wanted to show a commitment to Chinese customers, it wanted to provide better technical assistance and improve product training, and it believed it would open the door to new markets.

• Sundaresan Ram, associate professor of global marketing at Thunderbird University, extolling the virtues of branding. "Everything can be branded in life," he said, noting that some worldwide brands are recognizable even by people who cannot read or write.

Growing a brand involves having both tangible and intangible benefits for the customer, who must have an emotional connection to the product or service.

Strong brands also allow companies to command a premium from customers. Some companies, he said, are able to earn 20 percent to 80 percent higher prices because of the value of their brands.

Among other topics discussed at the forum were teamwork, state and federal government resources available to companies wanting to export, the European Union, financing and investment capital, finance risk management, Mexico, and legal/tax and accounting matters

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## Area CFOs optimistic; some plan new hiring

Twenty percent of the chief financial officers (CFOs) in the Salt Lake City area report their companies will be creating new jobs in the next six months, according to the Professional Employment Forecast from Robert Half, the California-based human resources consulting firm. Seventy percent of finance executives said they will be maintaining personnel levels, adding staff only to fill vacated positions. Five percent of respondents will not be hiring, even to fill an open position, and 4 percent plan to reduce staff levels.

The local results are based on interviews with 100 CFOs from a stratified random sample of companies in the Salt Lake area with 20 or more employees. Executives were asked about their hiring and business outlook, including plans to add professional-level employees — for example, staff in the accounting, human resources, administrative, legal, marketing and information technology fields.

CFOs were asked, "What are your company's hiring plans for full-time professionallevel employees in the next six months?" Their responses were: expanding, 20 percent; maintaining, 70 percent; freezing, 5 percent; and reducing, 4 percent. Two percent had no response.

"Salt Lake City is experiencing low unemployment and strong demand for skilled professionals, particularly for accounting and technology positions," said Kristina Marinovich, district president for Robert Half in Salt Lake City. "Qualified candidates are not available long and in some cases are receiving multiple offers."

American will be higher than that

people are living longer, mean-

ing they will have higher health-

care costs in the future. In 1940,

there were 42 workers for every

retiree. Now the figure is three.

When baby boomers all retire, it

will shrink to two. Will suggested

Social Security could be fixed by

raising the retirement age index to

"Politically impossible, but simple

to fix."

"Simple to fix," he surmised.

With "competent medicine,"

of today's Floridians.

## Transport agencies win grant The Utah Department of among the most heavily congest Transportation, the Utah Transit Transportation, the Utah Transit Authority the Westel Front Po-

The Utah Department of Transportation, the Utah Transit Authority, the Wasatch Front Regional Council and the Mountainland Association of Governments have been awarded a highly competitive national grant to study the I-15/FrontRunner corridor along the Wasatch Front between Utah County and Weber County.

The Transportation Investment Generating Economic Recovery (TIGER) Grant will provide \$820,000 for the study titled, "The Pioneer Corridor Plan." This plan is an innovative transportation study developed in close collaboration with local and regional partners to address the critical needs in the region's primary transportation corridor.

"We are very pleased to have this additional investment in our community," said Andrew Gruber, Wasatch Front Regional Council executive director. "The close collaboration between our agencies has been and will continue to be essential in providing a comprehensive approach to addressing our transportation needs."

The I-15/FrontRunner corridor along the Wasatch Front is

among the most heavily congested areas in the state. With Utah's population in this area expected to increase 60 percent by 2040, the study will provide a much-needed plan to look at all modes of transportation and the connectivity between them, including how roads, public transportation, biking and walking can provide choices for getting around.

The Pioneer Corridor Plan will provide a framework to enhance regional mobility and strengthen the economy through proactive planning that improves access to jobs and facilitates the movement of goods and services.

"By working together we can improve air quality, promote economic development and further enhance the quality of life for all Utahns through an integrated transportation system," said Gruber. "We appreciate the support from our congressional delegation, particularly Senator Hatch, on this effort."

It is anticipated that the study will begin this fall and will take approximately one and a half years to complete.

#### WILL

from page 1

before, work is less stressful than ever before, and disability rolls are exploding," Will said. "The only explanation for that is, it's more rational to go on dependency of the government than it is, often, to work."

In a presentation sprinkled with humor and several references to baseball, Will spoke about demographics, healthcare costs, politics, Social Security costs, government dependency and income inequality.

Regarding the current state of the U.S. economy, Will noted that it is in the sixth year of recovery after the recession but has just now reached the job levels of 2008. However, the U.S. now has 15 million more people.

In comparison, he said, President Reagan had a worse recession, which Will said Reagan caused in order to "get inflation out of the system." Unemployment at the time reached 10.8 percent, but the recovery featured five quarters of 7 percent economic growth and a six-year average of 4.6 percent growth.

"Today, we're scooting along on the bottom, struggling to get to 2 percent growth. Small wonder then that 40 percent of recent college graduates are either unemployed or in jobs that do not require college degrees and one in three of them are at home, living with their parents," he said.

What's more, median family income today is only at the 1989 level, and net worth is below what it was then.

"If the recent recovery had been as good as the post-war average, we'd have 14 million more Americans working and a \$1.1 trillion larger economy," he said, referring to World War II. "If this recovery had been as good as the Reagan recovery, we'd have a \$2.2 trillion increase in our gross national product, and if the workforce participation rate were as high today as it was just in 2007,

the real unemployment rate would be 9.7 percent," he said.

Will also spoke about the U.S. tax code, which he said "increasingly looks like codified envy" and which he described as "absurd" because a bigger government is relying on a shrinking tax base.

Corporations do not pay taxes but instead collect taxes because their tax costs are shifted to customers. But he noted that the top 1 percent of American earners pay 37 percent of income taxes, while the bottom 50 percent pay only 3 percent. About 60 percent of households pay either no income taxes or less than 5 percent of their income.

"This is what economists call a situation of moral hazard, where the incentives are for perverse behavior," he said. "You have a large, growing majority who have no incentive to restrain the growth of a government that they're not paying for."

As for inequality of incomes, he acknowledged that the gap is widening. "That's not altogether a bad thing," he said.

Several factors are causing the schism, including American freedom, which allows people to explore their interests. "Some people want to run hedge funds, some people want to write poetry. Bless 'em all, but there are going to be different income outcomes," he said.

Another factor is "family disintegration," in part because 40 percent of first births are to unmarried women. "This has consequences, and [income] inequality is one of them," he said.

Will also spoke about "the most predictable crisis" in U.S. history, which is a crisis of more people becoming eligible for Social Security and Medicare benefits as America's demographics change and the welfare state works to "transfer wealth from the working young and middle aged, to the retired elderly." Every day, about 10,000 people become eligible for those benefits, a situation that will be in place until 2030. At that point, the average age of an



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## **Industry Briefs**

#### **ASSOCIATIONS**

The Utah Valley **Entrepreneurial Forum (UVEF)** has announced a name change to Utah Venture Entrepreneur Forum, plus the appointment of Ryan Westwood as its board chairman and chief executive officer.



Ryan Westwood

The name change "represents the statewide reach UVEF has had in recent years." the organization said. Westwood is a serial entrepreneur and founder

PcCareSupport. His newest venture is Outbox Systems. He succeeds Ken Kaufman, chief financial officer for Contour, as UVEF chairman. UVEF also named Clint Betts, founder and CEO of Beehive Startups: Kent Madsen. a venture capitalist and managing director of Epic Ventures Fund; and Kreg Peeler, CEO of SpinGo, as new board members.

The Utah Taxpayers Association has named Billy Hesterman as its new vice president. Most recently, Hesterman



was a political reporter for the Daily Herald in Provo, covering the Utah legislature. He has worked at the newspaper since Billy Hesterman 2011. Prior to that, he worked

for the Utah Senate as a communications assistant and also worked for various radio stations in Salt Lake City.

• The Utah Manufacturers Association is accepting nominations for the Utah Manufacturer of the Year Awards and the Workforce Development Excellence Award. The nomination deadline is Oct. 13. Manufacturer of the Year awards will be presented in several different categories according to the



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number of employees within the company. All manufacturers with a significant presence in Utah are invited to apply. Companies do not need to be headquartered in Utah. Self-nominations are encouraged. Also, the Workforce Development Excellence Award is designed to honor a company for the exemplary efforts in developing a workforce for manufacturing in the state. This award will be awarded to one company, regardless of category size. More information is available by emailing uma@ umaweb.org.



#### **ENERGY/NATURAL RESOURCES**

CONSTRUCTION

• FX Energy Inc., Salt Lake City, announced that its board of directors has declared a quarterly cash dividend payment on the company's 9.25-percent Series B Cumulative Convertible Preferred Stock. The dividend is payable Oct. 31 to stockholders of record Sept. 30 and amounts to 48.17 cents per share.

#### GOVERNMENT

• Chris Hill has been appointed Utah occupational safety and health administration (OSHA) director by Utah Labor Commissioner



Chris Hill

Sherrie Hayashi. Hill most recentworked as assistant general counsel Federated for Capital Corp. and managed the regional collec-

tion office located in Salt Lake City. He also has worked as an associate attorney for the law firms of Bostwick & Price PC and Scalley Reading Bates Hansen & Rasmussen PC, where his practice focused primarily on construction litigation, workplace health and safety issues, commercial litigation, and property matters. He also worked as associate general counsel for a real estate investment company located in Boise. Hill received his undergraduate degree from Utah State University and his iuris doctor from the S.J. Ouinney College of Law at the University of Utah.

• The Utah Division of Consumer Protection, in partnership with the Utah Attorney General's Office, recently obtained a default judgment in 3rd District Court against K-Street Advertising Inc., One Touch Media LLC, Aaron Vincent Christner and Ryan Scott Jensen for numerous violations of the Utah Consumer Sales Practices Act and Telephone Fraud Prevention Act. The named parties were cited by the division on numerous occasions since 2008 but, according to the division, continuing to break state laws, leading to the division filing suit in district court. The default judgment directs the four to pay the division \$425,993.92 plus attorney and investigation fees, permanently bars them from operating any business regulated by the division, and permanently bars them from selling assisted marketing plans or operating a telemarketing business.

#### **HEALTHCARE**

• TheraTarget. Salt Lake City. has been awarded a Small Business Technology Transfer (STTR) Phase II grant of nearly \$1 million through the National Cancer Institute to conduct research on "backbone degradable polymerdrug conjugates for the treatment of ovarian cancer." The company is a Utah Science Technology and Research (USTAR) spin-out from the Nano Institute of Utah at the University of Utah. The drug conjugates is a technology designed in Henry Kopeček's laboratory at the University of Utah's departments of Pharmaceutics & Pharmaceutical Chemistry and Bioengineering. Kopeček is principal investigator for the grant and cofounder of TheraTarget.

• Ray Quinney & Nebeker, Salt Lake City, has elected Kevin G. Glade and Elaina M. Maragakis to the firm's Executive Committee. Glade is the former chair of the firm's Banking and



Kevin Glade

in commercial commerlaw. cial finance, commercial mortgage lendsyndiing, cations and inter-creditor

Finance Section

and specializes

agreements, private debt financ-

ing, borrower representation,

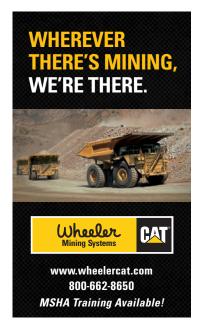


loan workouts, foreclosures, and equipment financing. He also has experience in real estate matters, commercial litigation Elaina Maragakis development and strategy, and gen-

eral commercial contract review and drafting. Maragakis practices in the firm's litigation section and focuses on complex commercial litigation.

#### <u>MINING</u>

• Clifton Mining Co., Alpine, has scheduled its annual shareholder meeting. The event takes place Nov. 14 at 12:30 p.m. at the Alpine Arts Center, 450 S. Alpine Highway, Alpine. Proxy information and other shareholder information was expected to be mailed



to all shareholders of record on approximately Sept. 25.

#### **OUTDOOR PRODUCTS/ RECREATION/SPORTS**

Powder Mountain, Eden,



Tim Hall

has hired Tim "Fuzzy" Hall as director of sports marketing. Hall will manage new athlete relations, partnerships, and media and events. He previously served

as an athlete manager and lead project manager for Red Bull, and has been an athlete ambassador and course designer for various contests. Hall has 25 years of experience as a professional BMX rider, including participating in nine X Games.

#### **REAL ESTATE**

• Summit Sotheby's International Realty, Park City, has become part of the Luxury Real Estate Board of Regents. Summit Sotheby's will exclusively represent the network in Park City and Salt Lake City. It offers service to real estate buyers and sellers in Utah, with a specialized focus on real estate in Park City and Deer Valley.

#### **RECOGNITIONS**

• The Salt Lake Chamber has named Peggy Larsen of Workers Compensation Fund (WCF) as the 2014 Athena Award recipi-



Peggy Larsen

ent. The award will officially be presented Nov. 18 at the 38th annual American Express Women & Business Conference and

Wells

Fargo

Athena Awards Luncheon, presented by the chamber Women's Business Center. Larsen was the first female senior executive at WCF and has been instrumental in helping other women achieve higher levels of success within the company. She also serves on several boards and committees outside the organization. Also at the Nov. 18 event, four women will receive Pathfinder awards, presented annually to community leaders who create new paths that promote the development and recognition of women in business: Patrice Arent, Utah State Legislature; Juanita Damon, American Express; Martha Eining, David Eccles School of Business at the University of Utah; and Denise Winslow, Wells Fargo.

• Seventeen women have received 2014 Women Tech Awards, presented by the Women Tech Council. The annual award

see BRIEFS pg. 12



## **Industry Briefs**

#### from previous page

recognizes women who are changing the face of technology with ties to Utah. Award recipients are: Academic Excellence, Tina Van Riper, Weber State University; Engineering Excellence, Stacy Pierce, Rockwell Collins; Education Excellence, Helen Hu, Westminster College; Technology Innovator, Kathy Philpot, ATK; Marketing Excellence, Susan Cashen, Control4; and Technology Leadership, Nicole Neumarker, Alliance Health. The Impact Award was presented to **eBay Inc.** for its exceptional work advancing women in technology. This was the first year that the Impact Award was presented to a company. The 2014 Women Tech Award recipients are Parissa Aghdase, L-3 Communications; Bobbie Alexandrova, SanDisk; Stacy Bamberg, Veristride; Elizabeth **Bonderson**, ATK Aerospace; Cashen, Control4; Deborah Dixon, Handstands Inc.; Misty Frost, Instructure; Jodie Hewitson, Tanner LLC; Helen Hu, Westminster College; Julie Kehoe, Domo; Laura Kiessner, Packsize International; Michelle Kolbe, Backcountry.com; Tammy Moskites, Venafi; Nicole Neumarker, Alliance Health; Kathy Philpot, ATK Aerospace; Stacy Pierce, Rockwell Collins; and **Raquel Smith**, eBay. Award finalists are selected by a committee composed of women and men in technology industry, venture capital, government and professional communities. Five college students also were recognized for outstanding work in their pursuit of STEM (science, technology, engineering and math)-related fields of study: **Sarah Hong**, University of Utah; Nicole Martin, Brigham Young University; Hannah Peterson, Utah Valley University; Sabina Schill, Westminster College; and Tina Van Riper, Weber State University.

• Ally Financial Inc. has been named "Best Bank Website" in the Web Marketing Association's WebAward 2014 competition for the recent makeover of its deposit product pages on www.ally.com. Only one "Best Website" accolade is given for each industry to the entry with the highest score. Entries were judged on the following seven criteria: design, interactivity, technology, content, innovation, copywriting and ease of use. Ally Bank achieved a score of 64 out of 70, compared to the bank industry average of 49 and the

WebAward overall average score of 54.3. The company's product pages serve as a key resource for current and prospective customers by offering information about the various Ally Bank deposit products and features, current rates, fees and terms, customer reviews and frequently asked questions. Nine product pages in total were included in the redesign, one for each of Ally Bank's product types, all with similar layout and navigation elements.

- Bank of the West haw announced that World Finance magazine named its Commercial Banking Group (CBG) the 2014 best commercial bank in the western part of the U.S. and its Wealth Management Group (WMG) best private bank in the same region. Both groups were nominated by World Finance magazine readers and selected as the 2014 winners by a panel of judges. It is the second consecutive year that WMG won the Best Private Bank honor in the region.
- The Families and Work Institute (FWI) and the Society for Human Resource Management (SHRM) have announced the winners of the 2014 "When Work Works" Awards, previously known as the Alfred P. Sloan Awards for Excellence in Workplace Effectiveness and Flexibility. Utah winners are Apt Marketing Solutions, Salt Lake City; BambooHR, Lindon; KPMG LLP, Salt Lake City; and Mantyla McReynolds LLC, Salt Lake City. The award honors employers who have created effective workplaces based on six components: autonomy; work-life fit; supervisor support for work success; satisfaction with earnings, benefits and opportunities for advancement; opportunities for learning; and a culture of trust. Selection involved an evaluation of employers' flexibility programs and practices and a confidential employee survey on the key ingredients of an effective and flexible workplace. The recipients will be honored at a breakfast event from 9-10 a.m. Oct. 7 at the Salt Lake Chamber.
- Allen Communication,
  Salt Lake City, has earned four
  Brandon Hall Excellence in
  Learning awards. It was the
  most awarded company in the
  Best Custom Content category
  and earned honors for integrated
  approach to brand education, personalized learning, social learning
  and retail gamification. Each project went through a rigorous judging process that evaluated cus-

tomization, design, functionality, usability, innovation and overall measurable benefits.

- Net Nanny, Salt Lake City, announced that its Net Nanny Parental Controls solution has been selected as an Editor's Choice by PC Magazine. It is the fifth consecutive time that the company has received the honor. Net Nanny allows parents to seamlessly protect their family on computers and mobile devices.
- dent and share-holder at Ray Quinney & Nebeker PC, has received Utah State University's Alumni Merit Citation for her

continued contributions to the legal landscape of Utah. Recipients are recognized for excellence in one's own field or for a specific achievement; contribution or service to one's own community, state, nation or church; or for significant personal achievement.

- The Public Technology (PTI) Institute recently announced Utah.gov as a winner of its 2014 Web 2.0 State & Local Government Award. The honor recognizes best practices and excellence in the field of Web 2.0 and civic/social networking, and citizen engagement in local and state government. Utah is one of only two states chosen as winners this year by PTI. Utah was awarded for integration with Google Apps, Google Plus and Google Hangouts.
- Visit Salt Lake (VSL) has again earned a *Meetings & Conventions* 2014 Gold Service Award. It is the 20th time VSL has been so honored. The award was voted on by the readers of *Meetings & Conventions*, meeting professionals responsible for booking hundreds of thousands of meetings and conventions nationwide.

#### **RESTAURANTS**

• Salt Lake Brewing Co. has opened Wasatch Brew Pub Sugarhouse at the corner of 2100 South and Highland Drive. It is the fifth pub operated by the company and is the first Wasatch Brew Pub to be located in Salt Lake City. The 5,200-square-foot space, designed by MJSA architects, will seat approximately 260 guests and evokes a modern, urban feel with high, exposed ceilings; full-length windows; barn wood accents; and

a metal staircase leading to a mezzanine dining area overlooking the main dining room. It also will have a large patio space directly adjacent to the new Sugarhouse Plaza.

#### RETAIL

• The Uptown Cheapskate franchise has announced the grand opening of its new flagship store, at the corner of 2100 South and 1300 East, in the newly developed Westminster at the Draw building in Sugar House. The grand opening weekend begins Oct. 16. The location will be a corporateowned flagship store, making it the second corporate-owned store and the 43rd Uptown Cheapskate franchise location. Co-founders and brother-sister team Scott Sloan and Chelsea Carroll opened their first store in 2009 in downtown Salt Lake City. Since then, the franchise has grown with store locations in 17 states. Uptown Cheapskate focuses on buying current styles of name brand and designer clothing, shoes and accessories that appeal to a wide range of teens and young adults. In addition to carrying hundreds of recycled items, the new store will also offer many new products, including jewelry, shoes and assorted clothing items.

#### <u>SERVICES</u>

• Packsize International, Salt Lake City, has appointed Sanjeev "Sonny" Tara as chief operating



Sanjeev Tara

officer. Tara will be responsible for scaling international systems and business processes for global operations. He formerly was president of

Drive Train Products Group, where he was responsible for articulating and implementing its global strategy; was chief operations officer of Oshkosh Commercial Group; which he joined in 2006 as chief financial officer; and held various executive positions overseeing finance, IT and supply chain operations with Steelcase Corp. and its wholly owned subsidiaries from 1998 to 2006.



Craig Martucci

Washington
Wealth
Management
LLC (WWM),
a San Diegobased independent hybrid

Registered Investment Advisor (RIA) supporting fee and commis-



Todd Adams

practices across the nation, has announced that veteran wirehouse advisors Craig

sion-based inde-

pendent advisor

- Martucci and ave joined WWM.

Todd Adams have joined WWM. They have over 40 years of combined experience. Their practice, Martucci Adams Wealth Advisors, has affiliated with WWM as an independent standalone practice based in Salt Lake City. They joined WWM from RBC Wealth Management.

- Office Evolution has opened its first Utah location in downtown Salt Lake City location, with plans for expansion into Davis and Weber counties. The downtown location is at the Walker Building, 175 S. Main St., Suite 500. The Colorado-based company operates executive suite, virtual office and co-working business centers, with 25 locations open or under development across the country.
- Grant Victor, Kaysville, has promoted Spencer Matthews to executive vice president and appointed Nicolle Solden as director of channel management for TetraLink. Matthews oversees all operations of ATMequipment. com. He previously served as the director of marketing. Solden joins TetraLink with nearly 10 years of experience in the ATM industry. Her prior positions include national account manager at Sterling Bank Services.

## TECHNOLOGY/LIFE SCIENCES

• **Domo**, American Fork, has hired **Daniel E. Stevenson** as general counsel. Stevenson has



Daniel Stevenson

worked closely with technology and emerging growth companies his entire career. He joins Domo from Fusion-io, where he was general

counsel and secretary. Before transitioning to an in-house advisor, Stevenson was an attorney at Wilson Sonsini Goodrich & Rosati, where he specialized in technology transactions and intellectual property. He graduated from Brigham Young University's J. Reuben Clark Law School after majoring in Spanish as an undergraduate.

## Why your sales process or sales system doesn't work

Are you being forced to sell statistical reports), but the point someone else's way?

Are you uncomfortable using a "system" of selling?

I read a report yesterday stating that 70 percent of all sales systems and sales initiatives fail. I have no idea who created that number (personally, I use 74 percent for all my

is clear. A system of selling and

its accompanying sales process are pretty much doomed to failure before they begin.

NOTE: Please do not email me, telling me your system is the greatest and it works. Somebody is staking their claim that 70 percent or more do not

work, and if yours is among the few that do, congratulations. If your system works it means you have a very small sales force, or that your system has been in place for so long that it's refined to favor the customer, not the company.

For years I've written about why systems of selling fail, but please be clear about my beliefs: Almost all systems of selling do not work, and along with them are

the failures of the manipulative sales processes that are attached to them. I'm about to tell you WHY the system doesn't work, and then offer strategies that do work. Maybe it will help you in your awareness and decision-making process as you try to elevate your sales skills — or your sales results or even your sales team to a level of superior.

FIRST FAILURE: The sales

system is all about the company that prepared it. It's not relevant to the salesperson or not engaging enough to the customer. It's too much perceived work on the part of the salesperson for not enough results. It's too much of a hassle. The person that trained it sucked.

SECOND FAILURE: The sales process is at odds with you AND the market. The process doesn't include mobile application. The process is old. The process deals with manipulation. ("Find the pain," "what keeps you up at night," and "qualify the buyer.") The process deals with things uncomfortable for the salesperson. The process is not compatible with the way the company does busi-

THIRD FAILURE: The sales leader who bought it isn't convinced it's going to work; he's just using it as a CYA tactic. There is forced participation rather than joint buy-in. The sales leader is more interested in his or her salespeople being accountable to him or her for their activity, NOT being responsible for themselves and their outcomes.

FOURTH FAILURE: Senior management has not endorsed or used the process. Senior management won't use the process themselves.

FEAR of FAILURE: The salesperson thinks it will cost them sales. Period.

Want more reasons systems fails? Here's a bunch - in no particular order. Pick the ones that best apply to you:

- No buy-in from salespeople BEFORE purchase.
- · No collaboration with the people who will actually USE the system.
- The system and/or the process is too manipulative.
- Lack of proof that the system actually works in your environ-
- No proof that the system or process actually works in your
- The system does not match the salesperson's style or personal-
- The system is not in any way customized for your salespeople or your customers.
  - The system is not flexible.
- Natural change.
  - Fear of lost sales.
- Resentment for being forced.
- Poor training by the launch
- Too much work perceived for not enough sales.
  - · Sales are low right now, and



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see GITOMER page 12

## Calendar

#### September 30, 7:30-9 a.m.

"Eating Risk for Breakfast: A Compliance Event Centered Around You," a Utah Technology Council (UTC) event. Discussion will include a quick tutorial on changing regulations, top ways to protect a business and IT infrastructure, pitfalls of non-compliance, and a practical checklist on how to apply compliance to the cloud and IT infrastructure. Presenters are Jason Carolan, chief technology officer at ViaWest, and Philip Bice, sales manager at SilverSky. Location is Thanksgiving Point Garden Room, 3003 N. Thanksgiving Way, Lehi. Free for UTC members, \$30 for nonmembers. Details are at www. utahtech.org or (801) 568-3500.

#### Sept. 30, 8 a.m.-2 p.m.

11th Annual Women's Business Conference, an Ogden Weber Chamber of Commerce event. Location is Weber State University, Shepherd Union Building, 3848 Harrison Blvd., Ogden. Cost is \$55 for members and military, \$65 for nonmembers, \$25 for luncheon only/student rate. Details are available at ogdenweberchamber.com/WIB or by calling (801) 621-8300.

#### October 1, 10 a.m.-noon

Manufacturers Utah Association Safety Training. Sessions include "Lockout/ Tagout," covering practices and procedures to safeguard employees from the unexpected energization or startup of machinery or equipment, or the release of hazardous energy during service or maintenance activities; and "Personal Protection Equipment," covering PPE apparel, including eyewear and protection for the head, ears and hands, plus protection from heat. Location is Owens Corning, Nephi. All are welcome, whether insured with the Workers Compensation Fund or not. RSVPs can be completed by contacting Annette Beckstrand at (801) 363-3885 or uma@umaweb.org.

#### October 2, 7:30 a.m.-noon

Building Owners & Managers Association (BOMA) Utah Education Summit. Event features 12 sessions. Location is 3 Triad, fourth floor, 345 W. North Temple, Salt Lake City. Cost is \$15 per hour for members and their guests, \$25 per hour for nonmembers. Registration can be completed at www.BOMAUtah. org.

#### October 2, 7:30-9 a.m.

**"Eggs & Issues,"** a Murray Area Chamber of Commerce event. Location is Mimi's, 5223 S. State St., Murray. Free unless

ordering from the menu. Details are at murraychamber.org.

#### October 2, 11:30-1 p.m.

"Paying It Forward: How Your Business Benefits for Giving Back," a West Jordan Chamber of Commerce event. Location is the West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. RSVPs can be complete at info@westjordan-chamber.com.

#### October 2, 6-9 p.m.

2014 Sandy Area Chamber of Commerce Titan Awards **Banquet.** Black-tie event honors individuals and businesses "that have risen to the call to serve and strengthen our community." Honorees are Greg Miller, chief executive officer of the Larry H. Miller Group of Companies; Pamela J. Atkinson, humanitarian community advocate; and Kyle Beckerman of the U.S. National Soccer Team and captain of Real Salt Lake. Activities begin with a 6 p.m. reception, followed by the program and banquet at 7 p.m. Location is Little America Hotel, 500 St. Main St., Salt Lake City. Cost is \$1,500 for table of eight; \$1,250 for Sandy chamber members. Reservations can be completed at sandychamber.com or by calling (801) 566-0344.

#### October 3, 8 a.m.-4 p.m.

Sustainability Summit, presented by the Utah Chapter of the U.S. Green Building Council (USBGC). Keynote speakers include Elizabeth Craig, U.S. Environmental Protection Agency director of the Climate Protection Partnerships, Division of the Office of Atmospheric Programs, speaking about the significance of air quality and climate change; and Mitch Joachim, co-founder of Terreform One and an associate professor at New York University, discussing innovation and creating healthy and thriving places. Salt Lake City Mayor Ralph Becker will be honored with the Craig Forster Lifetime Achievement Award during a lunchtime presentation. Location is The Leonardo, 209 E. 500 S., Salt Lake City, Cost is \$110 for members of the USBGC Utah chapter, \$150 for nonmembers; \$50 for lunch/awards only. Details are at usgbcutah.org.

#### October 3, 8-9:30 a.m.

"SEO Strategies & Resources to Make Your PR Rock," a Utah Technology Council (UTC) PR event. Discussion will focus on ways SEO can increase PR and social media success, how to use SEO to build and drive online reputation, how to build a solid

reputation online and steps you should take to reconcile and correct the bad news if you've been unfairly maligned online. Location is MasterControl, 6330 S. 3000 E., Suite 200, Salt Lake City. Details are at www.utahtech.org or (801) 568-3500.

#### October 3

Roundup Entrepreneurship Contest Final Round, presented by the Utah County Association of Realtors, in partnership with Google Fiber and Downtown Provo Inc. Location is Provo Convention Center, 220 W. Center St., Provo. Event is in conjunction with the Downtown Provo Fall Festival and the Rooftop Concert Series fifth anniversary concert. Details are at www.innovatorroundup.com.

#### October 4, 8 a.m.-2 p.m.

Student Entrepreneur Conference (UES), an event for entrepreneurs from universities across Utah. Keynote speaker is Davis Smith of Cotopaxi discussing "E-Commerce for Entrepreneurs." Other speakers are representatives of Stoel Rives discussing intellectual property for entrepreneurs and business organization; Tony Passey, president of Pole Vault Media, discussing "Digital Presence for the Digital Entrepreneur"; and representatives of Flint Design Studio discussing product design. Event also will include a Zions Bank Q&A forum and more. Location is eBay Inc., 583 W. Ebay Way, Draper. Cost is \$15. Registration deadline is 6 p.m. Oct. 3. Details are available at www.ues.utah.edu/sec.

#### October 6-10

Utah Tech Week. Events include an opening party Oct. 6 in Farmington, a Hackathon on Oct. 7, an "insights" event featuring TED-style talks from technology experts in Utah on Oct. 8 at the Utah County Convention Center, a "Showcase at The Depot" Oct. 9, and "Adventure in Park City" Oct. 10. Registration can be completed at UtahTechWeek.com/schedule. Details are at http://www.utahtechweek.com/.

#### Oct. 8, 7:30 a.m.-3 p.m.

Utah Small Business
Summit, hosted by the Utah Small
Business Coalition. Third annual
event is geared to small-business
owners and managers and features keynote speakers and breakout sessions aimed to help small
businesses improve their bottom
lines and build stronger businesses. Keynote presentations will be
"Growing a Stronger Business,"
by Rudy Vidal, president of
Vidal Consulting Group; "Using

Engagement Marketing to Fill Your Sales Funnel," by Zak Barron, area director (central United States) for Constant Contact; and "Utah Small Businesses: Challenges and Opportunities," by Jon Lieber, chief economist at Thumbtack. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Cost is \$50. Details are at slchamber.com.

#### October 7

Realty Alliance Convention. Event is a gathering of 125 real estate brokerages. Discussions will focus on topics including industry changes and questions pertaining to the ever-evolving real estate market, syndicate websites, business development, digital marketing strategy and networking. Keynote speaker is Mitt Romney. Location is the St. Regis Deer Valley, 2300 Deer Valley Drive E., Park City. Details are available at therealtyalliance.com.

#### October 7, 7:30-10 a.m.

"Be Tax Wise When It Comes to the Cloud," a Utah Technology Council (UTC) and KPMG clinic. Course is designed for tax professionals seeking a better understanding of cloud technology and the state tax issues surrounding that type of investment. Speaker is Reid Okimoto of KPMG LLP. Location is the Joseph Smith Memorial Building Harmony Room, 15 E. South Temple, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details are at www.utahtech. org.

#### October 7, 9-10 a.m.

"When Work Works" Awards Breakfast. Utah winners are Apt Marketing Solutions, Salt Lake City; BambooHR, Lindon; KPMG LLP, Salt Lake City; and Mantyla McReynolds LLC, Salt Lake City. Awards previously were known as Alfred P. Sloan Awards for Excellence in Workplace Effectiveness and Flexibility. Location is the Salt Lake Chamber, 175 E. University Blvd., (400 S.), Suite 600, Salt Lake City. Cost is \$7. Details are at slchamber.com.

#### October 7, 10 a.m.-2 p.m.

Work Ability Career Exploration & Job Fair, a Sandy Area Chamber of Commerce event designed to aid people with disabilities who are ready, willing and able to work. Fair includes workshops for job seekers and employers. Location is Sanderson Center of the Deaf & Hard of Hearing, 5709 S. 1500 W., Taylorsville. Free. Details are at sandychamber. com.

#### October 7, 11 a.m.-2 p.m.

2014 Economic Development Corporation of Utah (EDCU) Annual Meeting. Keynote speaker will be Dan Rather. Activities begin with 11 a.m. registration and reception, followed by lunch and presentation at noon. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Sponsorships are available. Details are at www. edcutah.org.

#### Oct. 8, 11:30 a.m.-1 p.m.

Connect4Lunch, a Sandy Area Chamber of Commerce networking luncheon. Location is Market Street Grill, 2985 E. Cottonwood Parkway, Salt Lake City. Details are at sandychamber. com.

#### October 8, 5-7 p.m.

Business After Hours, an Ogden Weber Chamber of Commerce networking event.

Location is Hub 801 Events, 3525 Riverdale Road, Riverdale. Cost is \$7 for members, \$15 for nonmembers and walk-ins. Details are at www.ogdenweberchamber.com.

#### Oct. 9, 11:30 a.m.-1 p.m.

**Building Owners and Managers Association (BOMA)** Utah Monthly Luncheon. Event will be BOMA Utah's annual town hall luncheon with state representatives speaking about the commercial real estate industry and legislation that may affect the industry. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Free for BOMA members, \$25 for member guests, \$50 for nonmembers. Registration deadline is Oct. 2 and can be completed at www. BOMAUtah.org.

#### Oct. 9, 11:30 a.m.-1 p.m.

Women In Business
Luncheon, a Davis Chamber of
Commerce event. Speaker to be
announced. Location is Lagoon
Amusement Park, 375 Lagoon
Lane, Farmington. Cost is \$15 for
WIB members, \$20 for nonmembers. Details are at davischamberofcommerce.com.

#### Oct. 9, 11:30 a.m.-1 p.m.

Chamber Education, a West Jordan Chamber of Commerce event. Speaker will be a representative of FlexKom. Location is the West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. RSVPs can be complete at info@westjordanchamber.com.

#### October 10-12

see CALENDAR page 12

## **Opinion**

## Nobody wants to go to war, but it's the aggressor who calls the shots

Some pundits are saying that Pres. Obama has been floundering in his response to the ISIS crisis because public opinion polls show most Americans don't want another war. In all my 84 years, I cannot recall a time when most Americans wanted

war. That is something we should be proud of. But wars are not always optional.

Even World War II — which some have called "the good war" — was not something that most Americans wanted. But the Japanese took that decision out of our hands when they bombed Pearl Harbor on Dec. 7, 1941. And Hitler removed any possible

doubt when he declared war on us shortly afterward, making sure that we were in the war all over the world.

No one has promoted the dangerous notion that war is optional more than Barack Obama. He declared peace in Iraq when he pulled American troops out and he declared victory over Al Qaeda because his administration had killed bin Laden (with an assist from the Navy SEALS). But all this make-believe has come back to haunt him, as make-believe often does.

Make no mistake about it, make-believe

wins elections — and winning elections is Obama's thing. The big problem is that the things that win elections are not the things that win wars.

With an eye on the upcoming Congressional elections, Barack Obama has

assured all and sundry that there will be no American "boots on the ground" in the fight against ISIS. But telling your enemy in advance what you will or will not do is not the way to win wars.

This is not rocket science and Obama either already knows it or he has military advisors who will tell him, if he will listen. But the military has its priorities and

Obama has his, even if his political priorities can end up costing far more American lives than hitting ISIS with everything we have got ASAP.

The longer the war drags on, through half-measures and tentative tactics, the longer ISIS has to recalibrate its strategies and to sneak its agents into the United States to launch terrorist attacks inside the American homeland. We can either kill them over there now or have them kill Americans here later.

The longer our potential allies have

to wonder whether Pres. Obama is serious, the longer they will hold back from making full commitments, knowing how the Obama administration began by betraying existing American commitments to Poland and the Czech Republic, followed by undermining Israel's position in the Middle East and then throwing Ukraine to the wolves when push came to shove by refusing to let them have weapons to defend themselves.

When Winston Churchill surveyed the staggering magnitude of worldwide carnage and destruction at the end of World War II, he said that there was never a war easier to prevent than the one which had just devastated so much of the world.

He said that the earlier we would have opposed Hitler, the lower the cost would have been. At one time, according to Churchill, a memorandum could have stopped Hitler, given the balance of military power against him early on.

When Hitler stationed troops in the Rhineland in 1936, in violation of major international treaties, the military commanders in charge of those troops had orders to retreat at the first sign of French military opposition, since France alone at that point could have overwhelmed the German army as it existed then.

Although France at that point was militarily capable of stopping Hitler in his tracks and preventing World War II, politically the French government dared not move. The French people, with the horrors of the First World War still painfully vivid in their memories, wanted no part in military operations.

The net result was that Hitler grew stronger militarily over the years and then invaded France at a time of his choosing. The French then found themselves at war, whether they wanted to be or not. And they soon found themselves defeated and subjugated under Nazi rule.

Barack Obama has done more than anyone else to promote the dangerous illusion that we can choose whether to have a war or not. But our enemies have already made that choice.

Retired Marine Corps Gen. James Mattis said: "No war is over until the enemy says it's over. We may think it's over, we may declare it over, but in fact, the enemy gets a vote."

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

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## Modi's administration off to a good start, but will honeymoon last?

Narendra Modi, India's new prime minister, radiates confidence. He has the first outright majority in India's parliament in 30 years. The public lauds him, world leaders court him and the Bombay Stock Exchange

continues to soar. But will this moment of euphoria translate into lasting gains? Can India become the world's next economic powerhouse?

I had the chance to pose these questions when I met with Modi recently at his house in New Delhi, his first interview since becoming prime minister. Modi is extremely intelligent and focused but is dif-

ferent from most leaders I have met. His worldview has been shaped almost entirely from experience rather than formal schooling. Born poor and lower caste (which in India is a worse fate), he left home when he was 17 and soon got involved in politics, joining the RSS, a hard-line Hindu Nationalist group. He later got a bachelor's and a master's degree, but his real education came from traveling around India.

He recounted the thousands of villages he had visited as the head of the government in the state of Gujarat — a period during which Gujarat grew as fast as China. This feel for how people actually live animates him. Modi is passionate about hygiene and has launched an ambitious drive to build toilets in homes, schools and elsewhere. In his Independence Day speech last month, atop the ramparts of the Red Fort in New Delhi, Modi spoke plainly about the shame that vast numbers of Indians defecate in public. Any previous prime minister would have considered the topic beneath the office. But Indians love his down-to-earth approach.

During the election campaign, Modi placed a particular twist on the lavatory theme. He explained that India needed

toilets first and temples later. It was a significant statement because Modi is seen as an ardent Hindu nationalist. His party platform still contains within it plans to build a temple in Ayodhya on the grounds of a

destroyed mosque, an issue that has been extremely divisive in the country. My own sense, based on our conversation, is that Modi is far too shrewd to be distracted by nationalist symbolism, which would derail his growth agenda and embroil him in a series of controversies that he does not seek.

Modi has also handled the international stage deftly. He wooed Japan and softly criticized China, then backed away and embraced Beijing — getting large investments from both countries. He is straightforwardly pro-American and seems to harbor little ill will toward Washington for having refused to give him a visa for almost a decade. And yet, he has not abandoned Russia, India's ally, choosing to be silent on its actions in Ukraine.

Where Modi has underperformed, surprisingly, has been in his core competence — economics. He has been slow to announce major reforms. His first budget was disappointing and many of his Cabinet appointments have been lackluster. Those expecting major changes in subsidies, trade policy or labor market restrictions have been disappointed.

The stalled reform agenda might actually be an outgrowth of Modi's great strength, his pragmatism. His economic ideas are not shaped by theories of free markets and trade. He is not a Reagan or a Thatcher. Modi wants to make things work. If markets can do that, fine. If government control gives him more and faster levers of change, that's fine as well. He was defensive about India's

(significant) protectionism and would not commit to privatizing the country's hugely inefficient state-owned companies. After all, he pointed out to me, he turned around Gujarat's government-owned enterprises.

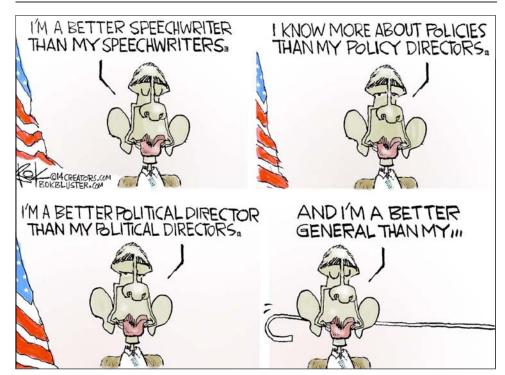
But India has many bottlenecks, and delaying major and needed reforms may come back to haunt Modi. Ruchir Sharma, the head of emerging markets for Morgan Stanley, studied the fate of leaders in the world's 20 largest democracies over the last two decades. The pattern is clear. Leaders who make difficult reforms early get rewarded in later years. This is partly, one assumes, because they have the political capital to make painful changes in their first year. By the second year, in those countries where leaders have wasted their honeymoon and delayed reforms too long, markets retreat, giving back most of their

early gains. Sharma points to Japan as the best example of a country where the promise of reform exceeded the reality. Prime Minister Shinzo Abe eagerly embraced those policies that were politically popular — easy money and public spending — but never followed through on tough structural reforms. As a result, growth and stock market performance in Japan have been tepid.

Already, Modi's honeymoon is coming to an end at home. In a series of by-elections, his party has done surprisingly poorly. It would be a strange irony if the problem with Narendra Modi turns out to be not that he is too bold but rather that he is not bold enough.

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

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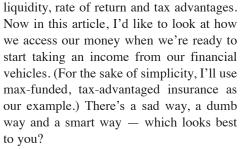
## **Opinion**

## The three ways to access your retirement: sad, dumb and smart

ANDREW

In previous articles, I've shared my perspective on preparing for retirement and

as you know I'm a champion of financial vehicles that offer the greatest safety, liquidity and rate of return as possible. If they're tax-advantaged or even tax-free, all the better. Those familiar with my approach know I'm a fan of max-funded, tax-advantaged insurance contracts for all the reasons listed above — safety,



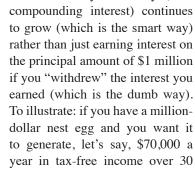
Let's say that you have a couple of hundred thousand dollars of real estate equity because you sold a piece of property or refinanced. And now let's say you have \$200,000 in IRAs and 401(k)s, and another \$100,000 sitting in the bank or a credit union. That's a total of \$500,000. You could leave it sitting in all of those places or you could reposition that \$500,000 to optimize your assets and the minimize tax. (We will tackle the details of this topic in another article, but for now, just know that it's possible to reposition your money into max-funded, tax-advantaged insurance contracts.)

So, let's say you repositioned that \$500,000 in a properly structured and funded MFTA insurance contract. You decide to take the minimum amount of insurance under IRS guidelines, which, if you were age 60, would be about \$1,250,000. (You could buy significantly more insurance than that, but that's not the objective. You actually want the least amount.)

Let's say you've repositioned that halfmillion, and in 10 years it doubles to \$1,000,000 (which did happen for many owners of these insurance contracts from the years 2000-2010 while, during the same period, most Americans actually lost a decade of growth). What if you actually had a full \$1,000,000 accumulated in insurance contracts by the year 2000 and you started taking your annual interest? Based on the worst 10-year period since the great depression (2000 through 2010), your contract could have generated \$70,000 a year of tax-free income without depleting principal. How do you do this? There are three ways to access money out of a max-funded insurance contract: the sad way, the dumb way and the smart way.

The sad way, honestly, is by dying. It's one heck of a return, but I don't recommend that one. The dumb thing to do would be access your money in a way that would trigger unnecessary tax. You want to do it the smart way, and that comes out via loans.

You can borrow the equivalent of your interest so that all of your money (with



years (that would be a total of \$2.1 million tax-free), what you can do is borrow the equivalent of your interest while still earning compound interest.

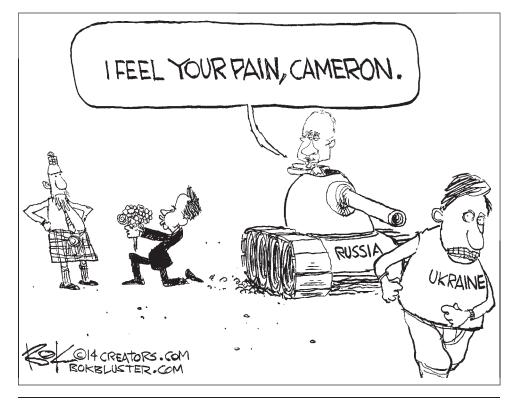
You have choices at this point, but for simplicity let's say you borrow the equivalent of your interest at the insurance company's reasonable interest rate of, let's say, 4 percent. Now you keep earning the index return — let's say that's 8 percent. So they're charging you 4 percent but you're earning 8 percent on the money that collateralized the loan (the interest on your money that you didn't "withdraw"). To put this in perspective, if you were paying 4 percent interest on a \$1 million loan (\$40,000), but that money was earning 8 percent (\$80,000), how much more is \$80,000 than \$40,000? It's 100 percent more. Would you gladly pay an employee \$40,000 that made your company an extra \$80,000? Would you buy a widget machine for \$40,000 if that machine made you an extra \$80,000? That's 100 percent return on equipment.

Now as a side note, the financial services industry has what it calls the 4percent rule, which is used to determine the amount of funds to withdraw from a retirement account each year. It's considered to be a "safe" rate so people don't outlive their money.

With many traditional financial vehicles, let's say you had a nest egg of \$1,250,000. With a 4-percent payout, you would net \$36,000 a year after tax (that's \$3,000 a month). On the other hand, with a maxfunded insurance contract, that \$1,250,000 could generate possibly \$100,000 a year of tax-free income by doing it the smart way.

Going back to our example, the key is to not only look for the types of financial vehicles that will work best for you, but to determine the best way to access your money when you need it. By going with the smart way, you can make sure you don't outlive your money and that you are able to pass along abundance to your children and grandchildren. Because in the end, we can't take it with us, but we can certainly leave it behind in a way that goes on to bless the lives of those we care about. And *that's* the smartest thing of all.

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



## Shattering the myth that women aren't any good with money

Why do we cling to the myth that women don't understand money as well as men?

If you look at the personal finance books aimed at women over the past decade, some of the titles might convince you that women need "special help" when it comes to figuring out saving, investing and budgeting: Prince Charming Isn't Coming; SHOO, Jimmy Choo!; The Modern Girl's Guide to Spending Less and Saving More; Does This Make My Assets Look Fat?; Girl, Get Your Money Straight; A Purse of Your Own: An Easy Guide to Financial Security; etc., etc.

Judging by these titles, you would think American women are naive shopaholics or flat-out squanderers. But is that really the case?

Data suggests men spend more than women. Intuit's Consumer Spending Index (which is compiled using real-time data from its Mint.com personal finance app) shows that men regularly spend \$600-700 more a month than women do. For example, in the first quarter of 2013, men spent 37 percent more on alcohol than women, 27 per-

cent more on entertainment and 29 percent on eating out. Women spent 21 percent more than men on clothing and apparel, but that was the only category where women outspent men.

Do women run wild at the mall? This is another myth that deserves shattering. A study out of Stanford University published in the *American Journal of Psychiatry* finds no real difference between genders when it comes to runaway buying. Roughly 6 percent of females studied by the Stanford researchers were compulsive shoppers versus about 5.5 percent of the men.

Are women better investors than men? One often-cited study suggests just that. University of California-Berkeley professor Terrence Odean and University of California-Davis professor Brad Barber analyzed investing patterns across 35,000

households that traded stocks through a major discount brokerage. They looked at seven years of data. Their conclusion: women trade less and get better returns as a consequence. Male investors, Odean and Barber found, traded 45 percent more than women investors, and all that jumping in and out of stocks lowered their net returns by an average of 2.65 percent annually. The women investors traded with less frequency and their returns were only hurt an average of 1.72 percent per year as a result.

Other surveys find women prioritizing savings and debt reduction. A global survey out in March 2014 from BlackRock (12 nations, 17,500-plus respondents) dis-



covered that women assign greater priority to paying off home loans (30 percent of women to 26 percent of men), paying off consumer debts (49 percent to 42 percent), saving up the down payment for a new home (15 percent to 11 percent) and funding education for their kids (21 percent to 18 percent).

As a *Barron's* article recently noted, wealthy women may be a bit less cavalier with their money than their male counterparts. In winter 2014, The Shullman Research Center surveyed male and female millionaires and learned that more than two-thirds of men wanted to buy one or more luxury items in the coming 12 months, while just 44 percent of women did.

The real issue is unequal income. The pay gap between men and women in America is slowly narrowing but still present. According to the Pew Research Center, the average woman now earns 84 percent of what the average man earns; for young women, the gap is even less at 93 percent. Still, this income differential has a troubling later-life impact: as women tend to live lon-

#### **CALENDAR**

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Fall 2014 ITRA Global Corporate Real Estate Conference, a gathering of real estate organizations devoted to representing corporate tenants and occupiers of commercial real estate. Event will feature a corporate CEO panel sharing why they chose Utah when making their site selection and business expansion decisions. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details are at itraglobal.com/events.

#### October 11, 9 a.m.-1 p.m.

12th annual Forklift Rodeo, a Utah Manufacturers Association event. Location is Usana, 3838 W. Parkway Blvd., Salt Lake City. Cost is \$25 per person before Sept. 30, \$35 thereafter. Teams can register at uma@umaweb. org.

#### **October 15-16**

Biannual Seminar for Architects, hosted by BHB Engineers. Event is for architects studying to the structural portion of the Architect Registration Examination. Multiple engineers from BHB will make presentations. Free. Details and reservations are available by emailing Amber Craighill at amber.craighill@bhbengineers.com.

#### October 15, 8-10 a.m.

"To Be or Not To Be ... Nosy: Off-Duty Employee Conduct and Issues for Technology Companies," a Utah Technology Council (UTC) clinic. Elizabeth Dunning, a partner in Holland & Hart's Employment Group, will discuss the use of social media and other employee off-duty conduct that may affect a company's reputation and employee morale, and what employers can - or should — do about it. Location is Holland & Hart LLP, 222 S. Main St., Suite 2200, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details are at www. utahtech.org or (801) 568-3500.

#### October 20-21

"Africa's Future in the Global Economy," co-sponsored by the Council of American Ambassadors and the Hinckley Institute of Politics. Location is the Spencer Fox Eccles Business Building Auditorium, 1655 Campus Center Drive, Salt Lake City. Details are at www.hinckley. utah.edu.

#### October 22, 7:30-9 a.m.

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Speaker is Jon Aubrey, executive vice president of AmeriBen/IEC Group, discussing "Lessons Learned from the Life of Steve Jobs." Location is Jordan Commons Office Tower, ninth floor, 9350 S. 150 E., Sandy. Free. Details are at sandychamber. com.

#### October 21-22

"Energy Excursion: Utah's Coal Economy," presented by the Salt Lake Chamber and the Utah Office of Energy featuring a trip to Utah's coal country and southeastern energy-producing counties. The policy-centered excursion's itinerary will feature a look at unique energy, outdoor recreation and tourism, regulatory, water and rural economic development issues. Cost is \$400 until Sept. 30, \$500 thereafter. Details are available at slchamber.com.

#### Oct. 23, 7:15 a.m.-3 p.m.

Ninth Annual PTAC Procurement Symposium, presented by the Procurement Technical Assistance Centers (PTAC), part of the Governor's Office of Economic Development (GOED). Theme is "Pencils to Planes: Getting Your Piece of the Government Contracting Pie." Event focuses on government contracting and will feature breakout training sessions, a reverse trade show, keynote speaker Gov. Gary Herbert, and PTAC awards. Featured presenter is Joshua Frank, principal and founder of RSM Federal. Featured speakers are Karen Gunn of the Goldman Sachs 10,000 Small Businesses Program and Natalie Kaddas, general manager at Kaddas Enterprises. Location is South Towne Expo Center, 9575 S. State St., Sandy. Details are at business.utah.gov/ptac.

## October 23, 11 a.m.-1 p.m. "Can We Truly Multitask?"

a multi-chamber "Business Matters" luncheon with speaker David Strayer, professor of cognition and neural science. Hosted by the West Jordan, Kearns Township, Taylorsville City, West Valley City, South Jordan, Southwest Valley and Jordan Area chambers of commerce. Location is Conservation Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$20 with pre-paid RSVP, \$30 day of the event (space permitting). RSVPs can be completed at info@westjordanchamber.com.

#### October 23, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is the Natural History Museum of Utah, 301 Wakara Way, Salt Lake City. Cost is \$7 for members, \$20 for nonmembers. Details are at slchamber.com.

#### October 25, 6 p.m.

**Signature Chefs Gala of Utah 2014.** Event features the state's culinary masters during an

evening of wine, cocktails and dining to benefit the March of Dimes programs in Utah. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details are available by calling Tina Baucum at (801) 509-3172.

#### Oct. 28, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Speaker is Becky Kapp of Salt Lake County Aging and Adult Services. Location is Country Inn & Suites, 10499 South Jordan Gateway, South Jordan. Cost is \$20 for members, \$25 for guests. Details are at sandychamber.com.

#### October 30, 11:30-1 p.m.

Networking Luncheon, a West Jordan Chamber of Commerce event. Location is the West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. RSVPs can be complete at info@westjordan-chamber.com.

#### November 1, 6 p.m.

109th Utah Annual Manufacturers Association Awards and Installation Banquet. Activities include a social at 6 p.m., with dinner at 6:45 p.m. Location is Little America Hotel, 500 S. State St., Salt Lake City. Cost is \$100 per person, \$850 for a table of 10. Sponsorships are available. Registration can be completed at uma@umaweb.org.

#### November 3-4

"USTAR **Confluence:** Where Research Meets Commercialization," a symposium to stimulate innovation, collaboration and commercialization and build entrepreneurial excitement. Event will include science and technology leaders, industry sponsors, angel and venture capital investors and government stakeholders. Location is James L. Sorenson Molecular Biotechnology Building, 36 S. Wasatch Drive, Salt Lake City. Details are available at www.innovationutah.com.

#### Nov. 5, 11 a.m.-3 p.m.

"Hero 2 Hired" Job Fair, for veterans, active duty military members, Guard and Reserve members and military spouses. Event is conducted by the Utah Veterans and Military Employment Coalition; the Utah Committee for Employer Support of the Guard and Reserve (ESGR); Hero 2 Hired; the Utah Department of Veterans' Affairs; the Utah Department of Workforce Services; the Salt Lake, Davis, and Ogden Weber chambers of commerce; the Department of Labor's Veterans' Employment and Training Service (DOL VETS); and the U.S. Department of Veteran Affairs. Location is South Towne Expo Center, 9575 S. State St., Sandy. Free. Details are available by calling (801) 432-4242 or (801) 432-4536.

#### November 7, 6-9 p.m.

Utah Technology Council (UTC) Hall of Fame Celebration. Black-tie event will honor individuals with Utah ties who have made global contributions to the information technology and life science industries through new technology, innovation and leadership. Keynote speaker is Marc Benioff, chief executive officer and cofounder of Salesforce.com. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$300 for UTC members, \$450 for nonmembers. Details are at www.utahtech.org.

#### Nov.18, 8 a.m.-4 p.m.

38th Annual American Express Women & Business Conference and Wells Fargo Athena Award Luncheon, presented by the Salt Lake Chamber Women's Business Center. Peggy Larsen of the Workers Compensation Fund is the 2014 Athena Award recipient. Pathfinder Awards will be presented to Patrice Arent, Utah State Legislature; Juanita Damon, American Express; Martha Eining, David Eccles School of Business at the University of Utah; and Denise Winslow, Wells Fargo. Awards luncheon is from noon-1:30 p.m. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$75 for conference and luncheon. Details and registration are available at http://www.slchamber.com/womenandbusiness.

#### LUND

from page 11

ger than men, women will tend to outlive their husbands more often than not. At some point in their lives, many women will be solely responsible for their financial situation — and that calls for sufficient financial knowledge.

There is no need for condescension; there is a need for comprehension. Women do need to realize the financial challenges that come with potentially longer life spans and potential absences from the workforce, and plan accordingly — but it is time to ditch the old stereotypes and myths.

Mark Lund provides 401(k) consulting for small businesses and investment advisory services for individuals through Stonecreek Wealth Advisors Inc. in Utah.

#### **GITOMER**

from page 8

this is a stab at resurgence.

• Trying to fit a round sales peg in a square sales hole.

RESULT: You lose sales, lose salespeople and there is lower morale. YIKES!

NOTE WELL: It's most likely that many of these reasons apply to you or your system.

ALSO NOTE WELL: Sales is NOT a system, nor is it a manipulative process. It's a series of STRATEGIES that are in harmony with salespeople AND their customers.

Here are some sales STRATEGIES that do work:

- Create a "go to sale" strategy that everyone is comfortable with: friendly, engaging, value-driven, conversational and backed with proof from video testimonials.
- Everyone should participate in creating the sales strategies from the CEO down.
- Collaborate with the sales team they're the ones that will USE the strategies.
- Create strategies that are flexible and comfortable. Have several different opening questions to choose from. Offer alternative ways to engage or close the sale
- Have a "Value Proposition" in favor of the customer.
- Whatever the strategies are, they MUST start with social attraction.
- Whatever the strategies are, they MUST work in your envi-
- Whatever the strategies are, they MUST be easy to use and time efficient.
- Whatever the strategies are, they MUST be state-of-the art and state-of-the-market.

MAJOR CLUE: Collaborate with existing customers. Get them involved with and in agreement to (accept) the strategies you use.

AND NOTE REAL WELL: Sales are all your revenue and all your profit. Salespeople are the conduit for all that revenue. Why would you jeopardize your money and your profit with a system that everyone will fight?

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible* and *The Little Red Book of Selling*. His new book, 21.5 Unbreakable Laws of Selling is now available as a book and an online course at www.gitomerVT.

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## TIII CUS

#### The Enterprise 13

**September 29, 2014** 

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## UTAH'S BUSINESS HERITAGE



## STAKER PARSON COMPANIES: UTAH'S PREFERRED SOURCE



#### Notable Projects

- Provo City Center Temple
- University of Utah/Primary Children's Medical Center Ambulatory Care Complex
- Airport TRAX Line
- Utah Data Center
- City Creek Center
- UDOT SR-252, 1000 West, Cache County
- Procter & Gamble Project Gold Rush
- UDOT I-15 CORE
- Adobe Systems Campus
- Box Elder County Watershed Improvements
- Utah Museum of Natural History
- Falcon Hill
- I-15 Point Design Build Project
- Salt Lake City International Airport
- I-15 Davis County Add-A-Lane

Staker Parson Companies has been safely building "The Preferred Source" of quality sand, rock, landscape products, ready-mixed concrete, asphalt, paving and construction services for over 60 years. In 1927 Jack B. Parson boarded a train and headed off to help his father build roads. That summer's experience developed into a lifelong passion for Jack, who quickly learned to operate every piece of equipment in the fleet and gained a wealth of experience in the construction business. In 1952, Jack founded Jack B. Parson Companies in Smithfield and the company grew to become one of the largest rock product producers and contractors in the region.

In 1969, Stuart, Val and Gordon Staker founded Staker Paving and Construction in Salt Lake City. From its humble beginning, Staker Paving and Construction grew to become one of Utah's largest asphalt producers and placers.

These two companies merged in 2001 to create Staker Parson Companies, the Intermountain region's leading construction materials and services provider

employing nearly 2,000 people at more than 50 locations and serving a wide variety of contractors, businesses, government agencies, municipalities and homeowners in Utah, Idaho, Oregon, Nevada and Arizona.

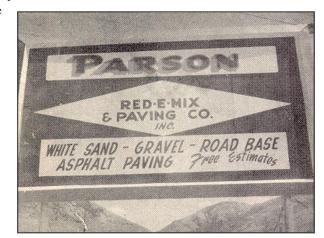
A company doesn't thrive for over 60 years without encountering — and more importantly, overcoming — challenges. The company has survived economic highs and

lows, including the challenging business environment in the 1980s due to high interest rates and increased energy costs. More recently, the Great Recession posed significant challenges as construction spending and employment faced dramatic declines.

"I am very proud of the legacy built by my father and grandfather, Jack B. Parson," said Scott Parson, Staker Parson Companies' president and CEO. "They built the foundation of our business to provide top quality products coupled with great customer service. By following this formula for success, we have expanded our business so that we now offer the widest variety of products and services across the broadest geography of any supplier in Utah and Idaho. This formula means quality and convenience for our customers. Our success would not have been possible without our great customers and employees."

Though demand for the its products and services declined during the

see STAKER PARSON pg. 17



## PARTNERSHIP OF FRIENDS HAS LASTED ALMOST 40 YEARS

Nearly 40 years ago, cousins Bruce Cohne and Roger Segal joined newly transplanted New Yorker Rick Rappaport to form the law firm of Cohne, Rappaport & Segal (CRS). Rick had graduated in 1968 from Columbia Law, clerked for a federal judge in Missouri, and then wandered west to help indigent clients at Utah Legal Services. Rick met Bruce at Salt Lake's Jewish Community Center. Among discussions of life, family, and living in Utah, they realized they shared many common interests in the law.

Bruce had a burgeoning securities law practice. He had been working with several other attorneys, and also with his first cousin, Roger, a recently returned Vietnam veteran. Both had graduated from the University of Utah law school, Bruce in 1963 and Roger a decade later, in 1973. With the formation of CRS, attorneys Sam Bernstein and Bernie Rose went "of counsel," and began passing on their books of business. Roger succeeded to the bankruptcy practice of another attorney who moved out-of-state. Rick undertook litigation, real estate and estate planning work that spun off Bruce's practice, as well as title work that crept his way.

Initially in the Boston Building, the firm soon moved to the lofted open-air spaces of 66 Exchange Place. The offices were separated by partitions only, the hot decorating color was pumpkin orange, the men's bathroom door didn't lock, and Bernie Rose's daily serenades wafted throughout two open floors, along with the second-hand smoke that was so ubiquitous in 1970s offices. Technology was practically non-existent. The intercom system was the front desk receptionist yelling at the top of her voice - "Bruce, you have a call on line one." Primitive word processing came a few years later. Shared among the secretaries, the NBI had a 64 KB (yes, that's a "K") hard drive the size of a washing machine, and the secretaries pounded out the rest of their work on typewriters.

Over the years, the firm added desktop computers, new phone systems and almost two dozen attorneys. Along the way, Bruce, Rick, and Roger learned a lot, and taught many valuable lessons.

Jeff Silvestrini was originally hired as a law clerk. Wanting to ski and learn the law (and to experience a real college football town), Jeff had moved to Utah from Ann Arbor, Michigan. When he



graduated from the University of Utah law school in 1979, he was hired as CRS's first associate. Jeff is now president of the firm. He heads the civil litigation group and excels at handling complex litigation. Jeff remembers one of his most important lessons came from Rick – "Never take on a new client who has already fired three lawyers and is suing his mother."

Brad Strassberg was first hired in the mid-1990s, on graduation from the University of Washington law school, when he left Seattle for the sunnier climes of Salt Lake. He stayed briefly, then spent three years as a staff attorney for the Utah Court of Appeals. He brought his sunny disposition and appellate expertise back to the firm, where he also does commercial litigation, arbitration and mediation. Rick taught Brad that clients with even the smallest problems deserve full attention in

those moments you are dealing with them.

Rick is now retired, but he trained Leslie Van Frank for more than 25 years. He did such a good job that she was selected by the Real Property Section of the Utah State Bar as the 2014 Distinguished Real Property Practitioner of the Year. No other woman has ever received the honor. Everything she now practices she learned from Rick.

Ray Beck joined CRS in 1983 on graduation from BYU's law school. Ray recounts that shortly after he passed the bar, Bruce told him, "You now have a license to start learning." Learn Ray did, and some 30 years later, he is an expert in like-kind tax deferred exchanges, having acted as a qualified intermediary in thousands and thousands of 1031 transactions.

see COHNE page 18

## INDUSTRIALSUPPLY

Rudolph "Rudy" Orlob opened the first Industrial Supply Company store back in 1916 to sell rubber products to the mining industry. Since then, the Utah familyowned business has grown to become a leading MRO supplier of safety gear, tools, abrasives, chemicals and other supplies to industrial companies throughout the

western region.

Their humble beginnings trace back to 1916, when Rudolph Orlob founded the Mountain States Rubber Company. Mountain States Rubber Company provided the mining industry with muchneeded products such as packing, industrial tires and conveyor belts. Industrial Supply

survived the Great Depression, slowly growing their business to supply hand tools and power tools used to service industrial plant operations and maintenance. Ten years later, amidst a booming Utah economy Mr. Orlob started Industrial Supply to better serve a wide range of emerging industries. By the 1950s their

customer base expanded significantly to include steel making, steel fabrication shops and foundries, as well as public utilities, mining, manufacturing and construction segments.

Serving Utah's industry

for almost 100 years

In 1982, Industrial Supply survived one of its biggest economic hits. The largest foundry, the second-largest copper largest steel fabricators in the region closed within 18 months of one another. In order to survive, Industrial Supply adapted to the new business climate, shifting its focus to Utah's emerging aerospace, defense and construction businesses. By evolving to change

with the market, the business continued to grow during a time of downsizing, outsourcing and modernizing. During grim economic conditions, which eventually led to the closing of U.S. Steel's Geneva plant and the temporary closure of Kennecott Copper, Industrial Supply maintained success by being able to respond to change. Chairman Phil Thompson knows this concept well, saying, "If you don't anticipate the future, you won't have any future."

Over the past 100 years, Industrial Supply has proven their staying power by successfully weathering every challenge that has come their way, including industry changes, economic downturns and the introduction of big-box hardware suppliers. Their philosophy has always been to give back to the communities and industries that have helped them succeed for 100 years. Industrial Supply credits three things to their success: their loyal customer base, outstanding employee service and a strong commitment to adapt to meet the needs of the market.

"The fact that we've been around so long shows the strength of our customer relationships," said president and CEO Chris Bateman. "Many of our client relationships go back decades. Our





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## SME Steel: Going the Extra Mile

SME STEEL

Transforming building ideas into reality requires more than just a shared vision. It demands collaboration, resources, technical knowledge, and a commitment to the success of the entire design and construction team. Projects such as City Creek Center, which encapsulates two full city blocks with a retractable roof; US District Court in Salt Lake City, featuring a design process spanning 17 years; and the recently completed Levi's Stadium, home of the San Francisco 49ers, are just a recent sampling of the diverse projects which highlight the skill and craftsmanship of SME Steel.

Structural steel fabrication and erection sets the pace of a project and it is not as easy as it looks. SME Steel has an impressive track record for seeing the big picture through the eyes of all members of the team while working hard to build strong relationships and projects that last. Featuring a well seasoned team of experts, SME Steel works diligently to capture and complete the vision of the project through the eyes of the owner, architect, engineer and general contractor: the construction team.

With an ever increasing focus on green building, steel is the only element which is 100 percent recyclable. Roughly 95 percent of the material SME fabricates and installs is recycled material that once existed as something else. These recycled materials are sorted by size and type and are mostly unrecognizable with the finest scrap, referred to as shredded scrap or "frag," reminding one of freshly ground tea. The remaining 5 percent of the steel composition is comprised of added elements necessary to provide the required composition and strength for each batch of

steel which is milled, rolled, and railed or trucked to the yard at SME Steel.

With little more than two decades, SME Steel has grown into one of the largest fully integrated fabricators and erectors of highly engineered structural steel components in North America. Headquartered in West Jordan, SME Steel fabricates up to 100,000 tons of steel annually to serve a diverse market requiring tight schedules, contractual budgets, and impeccable quality time after time.

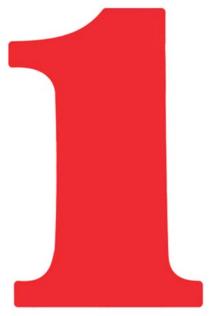
SME Steel provides a complete product range (known as Division 5 in the construction industry) with its multiple facilities which includes structural steel, CoreBrace Buckling Restrained Braces (BRBs), miscellaneous metals, and specialty fabrication of ornamental metals—all the beautiful metal elements you see in a finished building.

Walking through the yard at their West Jordan facility, you see a lot of steel stacked all around. White letters and numbers are written on each piece of steel using a paint stick. These special codes are also highlighted on individual detail drawing sheets. Long before each piece of steel arrives at the yard, steel detailers (located in-house) have labored intensively over the drawings to record the steel as it visits the fabrication shop to provide essential data on the steel: shape, size, material grade, special testing, order number, heat number, erection sequence, weight-everything required by the project documents. Detail drawing sheets also contain all of the processes required for that particular piece of steel: how long it needs to be, where bolt holes need to be placed, and where steel

## First Utah grows to seven branches in Salt Lake Co.

First Utah Bank is a full service community bank and was founded in September 1978 originally as Cottonwood Security Bank. The bank has been owned by the current shareholders since 1988. From a single location, the bank now has over \$300 million in assets and seven branch locations and nine ATMs, all in Salt Lake County.

First Utah Bank has 115 employees and an experienced management team with over 200 years of combined banking experience. The bank continues to grow and thrive.



The mission of First Utah Bank is to deliver state of the art, unparalleled products and service to our customers through avenues of choice; exceptional value to our shareholders; goodwill to the communities we serve; and an enriching experience to our employees.

As a community bank, our core strength lies in our experienced local management, customized solutions, and customer access to decision makers, who are available at any time. The bank is 100 percent locally owned and controlled. We are not the largest so we know our customers and they know us. We are strategic and relevant to their businesses. Upon each interaction with us, whether in person, by phone, online or by mail, we strive to provide a posi-

tive experience. We will see ourselves through our customers' eyes with a goal of providing more to our customers than they expect.

The bank offers a comprehensive menu of business and consumer credit, deposit, and cash management products and related services. First Utah Bank is first and foremost a small-business bank, and secondly, a consumer banking operation with state of the art technology. The bank employs a seasoned team of business bankers, relationship managers and SBA professionals and maintains a preferred lender status with the Small Business Administration.

We know our competitors and will do things better, faster and more tailored to our customers. We do not compete on price alone, but with service and value.

It is a mission of the bank to give back to those communities in which we have a presence and many of the bank's employees give their time in service to various local nonprofit organizations.

#### STAKER PARSON

from page 13

Great Recession, the company focused on streamlining, improving quality and enhancing customer service in all facets of its business. Staker Parson Companies is well poised to capitalize on opportunities as the economy recovers. 2015 shows signs of continued improvement in residential markets, employment growth, as well as growth in the mining, energy and construction markets.

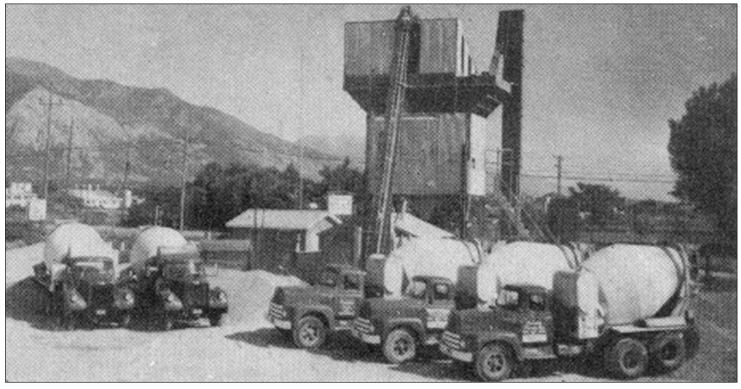
"In everything we do, we strive to safely build 'The Preferred Source' for our customers, employees and neighbors," said Parson. "This was the foundation built by my grandfather and continues to be the way we conduct business today."

The company takes pride in contributing its time, treasure and talent to strengthen the communities that support its business. "Rocks Build our World" is an educational outreach program taught to thousands of fourth graders each year. The program educates students about natural resources, mining and reclamation. A highlight of the program is a mining activity that challenges students to mine chocolate chips from chocolate chip cookies efficiently and responsibly.

Other community involvement includes the Parson Construction
Management Program at Weber State
University, Habitat for Humanity, the
American Cancer Society Hope Lodge in
Salt Lake City, the Utah National Guard
Trust, Parents Empowered, various universities and schools throughout the state, the
"Touch a Truck" program and donations to local organizations such as the Christmas
Box House, United Way, Homes for our
Troops, Salvation Army, and Boy and Girl
Scouts of America.

Staker Parson Companies has consistently been recognized for quality work on numerous projects both large and small. Some awards include Quality in Construction, Excellence in Concrete, Excellence in Paving, Platinum Award for Achievement of Safety Excellence, NAPA (National Asphalt Pavement Association) Diamond Achievement, Sheldon G. Hayes (highest quality asphalt pavement project in the U.S.), Larry H. Lemon (highest scoring asphalt pavement project in the U.S.), Environmental Excellence, Award of Merit from the Utah Safety Council and Green Star Plant Certification.

What does it mean to be "The Preferred Source?" To Staker Parson Companies, it means creating innovative products and solutions. It means safely building projects of the highest quality. It means developing and training employees. It means a quality and timely delivery with every load of material. It means supporting and giving back to the community. In short, it means award-winning safety, quality, service and innovation for over 60 years and looking forward to many more.



Ready-mix trucks line up in front of a Staker company batch plant in Brigham City in the photo from the 1960s.





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#### COHNE

from page 14

Bud Headman is in the "deal business." For more than 37 years, he's helped form them, he's helped merge them, and he's helped them solve problems. Bud says that he prides himself on being able to see the big picture. But, he says, "If I can see the problem from 30,000 feet, Bruce sees it from the moon." Privately, Bud calls Bruce "Yoda."

Dena Sarandos came to CRS in the mid-1990s. Dena is bilingual; she spoke only Greek until she started kindergarten in Ogden. She now practices family law, and is justly proud of her membership in the prestigious American Academy of Matrimonial Lawyers and Best Lawyers of America. Dena's most memorable lessons have been learned watching Bruce's active involvement in the community. "He gives back," she says, "and that's so important."

Though now retired from his law practice, Bruce continues to be very

active. He has served as the president of Congregation Kol Ami and of the Jewish Community Center, and as a board member and chairperson of the Utah State Money Management Council, KUED TV and the Utah Advisory Committee to the U.S. Commission on Civil Rights. He's in the office every day (but unhappily doesn't serenade us like Bernie did).

Dan Torkelson (realizing that Ann Arbor is an exciting football town) graduated in the mid-1980s from the University of Michigan law school, and joined the firm practicing bankruptcy law under Roger's tutelage. Dan now also represents businesses and individuals with real estate and business transactions. Roger taught Dan that being a good lawyer is not simply about trying to win, but about finding a solution that benefits both parties.

Josh Peterman made it to Salt Lake City in 2004 by way of Pennsylvania, Idaho and Case Western Reserve's law school in Cleveland, Ohio. At CRS, Josh has built an unusually diverse practice. He handles domestic matters, commercial litigation and everything in-between. His clients include celebrities and Fortune 500 companies, but he's always working on a couple of "make a difference" cases in which the client needs legal help but can't afford it. Most years he can singlehandedly fulfill the firm's pro-bono goals. Roger's influence on Josh? Winning the case is easy. If you want to make your clients real happy, collect the judgment.

Will Garbina was recruited to the firm from Omaha, Nebraska, where he'd litigated for more than 15 years. An experienced title insurance practitioner, who also does construction, commercial and real property litigation, Will likes to think he already knew clients like pragmatic solutions. He is willing to admit Roger regularly reinforces that homily.

Roger recently retired from his position as a member of the Panel of Standing Trustees for the U.S. Bankruptcy Court for the District of Utah. He continues to practice bankruptcy and commercial law. Jeff has been heard describing Roger: "The best lawyers are meticulously honest."

Though they aren't all mentioned here, CRS's attorneys are a diverse group

who share an appreciation for the things that make Utah a great place to call home. With the help of Bruce, Rick and Roger, the firm has grown enough to be able to handle the legal needs of very large businesses, but it is still small enough to remember the importance of individual clients.

#### **ISC**

from page 14

customers know that we provide the kind of personal attention and service that big corporations just can't offer."

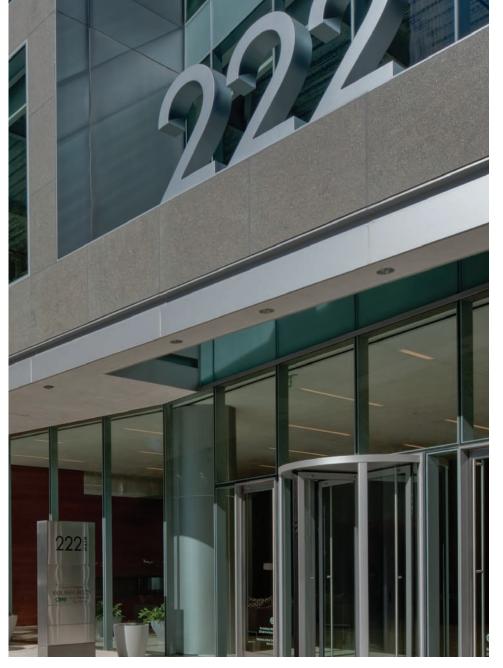
Industrial Supply's commitment to keep up with technology and invest in new ways to serve their customers has helped them stay on top. The company is often nationally recognized for their innovative strategies, including customizable website options for their B2B customers, staffing and operating job-site trailers (open 24/7), bar-coding customers' warehouses, and creating tailor-made programs for individual customers.

In early September, Industrial Supply began a new construction project to expand their warehouse by connecting two of the existing warehouses. "The company was almost 50 years old when it moved from downtown Salt Lake in 1964. Two of our three warehouses were built in the late 70s. This new project represents a very significant milestone in our history. During all those years, one simple concept has served us well: Focus on our customers," said Randy Evans, president of construction, safety and mining, and another grandson of founder Rudy Orlob. This expansion project demonstrates one of the many ways in which Industrial Supply continually works to improve their overall efficiency as a company. By streamlining their distribution system, they expect a significant reduction in wasted time and resources, an improvement that will benefit both the employees and the customers.

Industrial Supply is quick to credit their employees as their most valuable asset, knowing that they will always be the core of their success. The company has worked hard to create a culture that values diversity, nurtures employee talent and offers unique programs. Industrial Supply regularly provides each employee with training and programs that enhance their knowledge, skill sets and capabilities. They also provide employees with a fitness center and wellness programs that have been recognized twice with awards from the Governor's Council on Physical Fitness as the most outstanding on-site employee fitness area.

Today, Rudy Orlob's family still owns and manages Industrial Supply; they are continually striving to find new ways to meet the needs of their customers. The company now offers more than 40,000 products to the manufacturing, electronics, construction, and mining and aerospace industries in several MRO categories. "We'll keep changing and adapting to do whatever we can to provide value to our customers, employees and the communities we serve," said Jessica Yurgaitis, vice president of sales and marketing and great granddaughter of the company founder. "We're here for the long haul."





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#### **SME STEEL**

from page 16

parts need to be added (welded).

These same detail drawing sheets control the flow of steel material as it travels in the early stages of fabrication through each stage in the plant and allows employees to know exactly where each piece of steel is located at all times and which processes have been completed. Impressively, each individual piece of steel is monitored from the time it is detailed from the drawings until it is placed inside the structure.

SME Steel Coatings, the newest member of the SME Steel family, has arrived on the scene. Fresh from its inaugural work on the new Levi's Stadium, this division provides protective and architectural coatings for both shop and field applications, giving customers a multitude of options from simple primers to intumescent fireproofing and high performance finishes. Bay 7, the paint bay, is where you can see steel members being treated with the required surface preparation, coating or fireproofing. Each painted member is closely monitored with its own tracking code until it is delivered and passes its final inspection by specially trained SME Steel Coatings personnel who are NACE certified - the industry standard for coatings inspection.

"Given the diversity of industries that we serve, SME Steel has worked diligently to take insights and knowledge with every project and use it to serve our clients in the next one by providing cost and time saving alternatives for consideration," said Wayne Searle, CEO.

Safety and quality go hand-in-hand and are always top priority with everyone at SME Steel, from those in the office to those in the shop and finally to those in the field whose job it is to walk nimbly on top of the steel structure often from hundreds of feet in the air. These core values are evident in their current Experience Modification Rate (safety rating) of an impressive 0.62. The EMR rate tells those who are considering construction team members whether or not one is "fit to work" as it demonstrates their ability to work safely. Today, the industry standard is set at 1.0 or below to be considered acceptable. In the words of Justin Pitts, vice president of sales/pre-construction, "The idea that every employee goes home safe every day, at the end of every shift, isn't just words on a poster; rather, it's the idea that underlines and drives every plan, every task and every action of every employee working for SME Steel. Safety and quality have been and will continue to be key factors in the success of SME Steel."

SME Steel is proud to be a Utah born and bred company with a longstanding reputation for superior quality and reliability. SME Steel is as committed to the success of each member of the construction team as it is to its own. From sporting venues to specialty concert halls, universities to convention centers, hospitals to airports, manufacturing facilities to high rises, SME Steel is pleased to play a part in working, living and playing amid the skylines they help to build.



Workers load a project for shipping at the SME Steel fabrication facility in West Jordan.



## **m**Real Estate Section







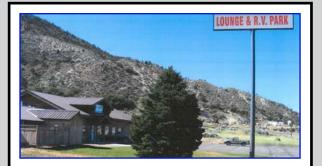
### **Gateway to Salt Lake City**

268 West 600 South, Salt Lake City Zoned M1

This property is in a very good location in Salt Lake City nearby many shopping centers and stores. There is 0.09 AC of land and building was built in 1971, so it is faily new. There are two accessible drive ins for in-and-out service as needed and it is a one-story building.

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- Full liquor license
- 18 RV spaces w/ room to expand
- Across from golf course
- Owner financing available

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**\$799,000** MLS # 1232260



### **Barbary Coast Saloon**

4242 South State St Murray, Utah

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- 2 full kitchens
- New patio kitchen
- Outdoor stage
- Great location
- Owner financing

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MLS # 1237022



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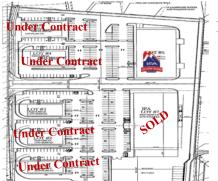


6322 South 3000 East **Cottonwood Height** 





#### **Commercial Lots-Taking Reservations** 600 North 900 West-American Fork



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1366 E. Murray Holladay Rd

For Sale: \$1,400,000

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  - 0.69 Acres
- Currently Used As Law/CPA Office

**George Richards 801-631-9963** 



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521 W. 200 N. American Fork For Sale: \$1,600,000

Seller Will Lease Back For 1-3 Years While Building & Developing New Location @ 7.5-8% Cap. Plenty Of Room For More Retail On 2.09 Acres. Building Is 12,500 Sqft, 125' Wide X 100' Deep, Ceiling Height 16'-18' & Retail Ceiling Lowered To 10'



Errol Childs 801-560-0034

#### **Free Standing Professional Office Space** 8925 South 2700 West-West Jordan



#### FOR SALE: \$379,000

Single level brick building with good curb appeal. Individual office spaces with large reception area. Additional ground in rear for expansion or future parking. Perfect for medical, dental or professional type of use.

- Approximately 2,856 SqFt
- Low maintenance exterior
- Ample parking
- Kitchen/break room built-in cabinets and file storage
- New roof in 2008

Sue Mark-Lunde 801-580-2378

#### **Luxury Office Suite-Realtor Building** 230 W. Town Ridge Pwky (9670 S)



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•4th Floor Office Suite •9,385 USF-10,792 RSF

George Richards, CCIM 801-631-9963

#### Unique Office/Retail/Warehouse Space 1719 Main Street-Salt Lake City



#### For Sale: \$449,000

1,152 Sqft Office 1,536 Warehouse W/10ft Door 2 Apartments Upstairs Large Storage Building In Back Unique Contemporary Design Many Potential Uses Fronts Main Street

#### 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

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#### **COMMERCIAL DIVISION**

1414 E. Murray Holladay Road 801-278-4414

#### **Office Condo For Sale/Lease** 5292 S. College Dr #101 (500 W)



6287 SF- Main floor office

- -High end tenant finish
- -14 + private office
- -2 large work areas
- -Underground parking

For Sale: \$1,199,000/Lease Rate: \$13.50 NNN GEORGE RICHARDS, CCIM 801-631-9963

#### **Centrally Located Office Condo** 1345 E. 3900 S. #204

For Lease: \$1,200/Modified Gross For Sale: \$127,000\*



1,288 SqFt Medical/Dental Office 4 Procedure Rooms, Private Office, Waiting Area & File Room \*Seller Financing Available

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#### **High End Office Space For Lease** 6740 South 1300 East-Salt Lake City



\$21.50 Month/Full Service

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Includes janitorial services

Kvm McClelland 801-573-2828

#### **Medical Office Condo For Lease** 5292 S. College Dr. #202 (500 W)

**Lease Rate: \$13.50 - NNN** 

- 2,654 SqFt
- 2nd Floor Office
  - 3-4 Exam Rooms
- 3 Private Offices
- Waiting & Reception Area
- Break room





#### GEORGE RICHARDS, CCIM 801-631-9963

#### **One Small Office Space Left** 3895 W. 7800 S.-West Jordan



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#### GEORGE RICHARDS, CCIM 801-631-9963



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