

Focus

SUSTAINABILITY

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Seattle-based Unico Properties has purchased the historic Boston Building in downtown Salt Lake City.

Hamilton Partners sells historic Boston Building

One of Utah's first "skyscrapers" has changed ownership. Unico Properties LLC, a Seattle-based real estate investment and operating company, has purchased the Boston Building from Hamilton Partners. The 11-story building was built by renowned architect Henry Ives Cobb in 1909.

"We are thrilled to expand our western U.S. portfolio into Salt Lake City and when we enter a city such as this, we see this as a long-term commitment to the market, to the community and to growing our presence over time," said Jonas Sylvester, Unico Properties chief operating officer and chief investment officer. "We see multiple market indicators, including Salt Lake City's strong job and population growth, combined with a large public investment in the downtown, which demonstrate that this is an ideal time to invest in this market. We believe the central

business district is at the leading edge of a new period of expansion and demand for Salt Lake City. The Boston Building is a premier asset and represents the best opportunity we've seen to enter this market. And Unico will continue to actively look for more investment opportunities throughout Salt Lake City."

Unico, in a joint venture partnership with the Laird Norton Co., purchased the Boston Building, a 105,649-square-foot, Class-B-plus office building, and an interest in the adjacent parking garage from Hamilton Partners which completed substantial renovations during its ownership. Unico will retain Hamilton Partners as a property manager for one year. Currently, the building is 100 percent leased. The adjacent parking garage offers almost two spaces per 1,000 square

see BOSTON pg. 5

Utah AG launches another *Tribune/DesNews* probe

John Rogers
The Enterprise

Utah Attorney General Sean Reyes has launched an investigation into the circumstances surrounding the recent amendment of the joint operating agreement (JOA) between the owners of *The Salt Lake Tribune* and the *Deseret News*. Already under scrutiny by the federal Department Of Justice, the amended document is also being challenged in a lawsuit filed by a group of former *Tribune* employees known as the Utah Newspaper Project.

Terms of the six-decade-old contract between the papers were renegotiated in October between the for-profit arm of the Church of Jesus Christ of Latter-day Saints that owns the *Deseret News* and representatives of Alden Global Capital, parent company of the *Tribune's* New York-based corporate owner Digital First Media. Digital First purchased the *Tribune* in 2010 during bankruptcy reorganization of MediaNews Group, the *Tribune's* former owner.

"I believe in the value of diverse editorial viewpoints and independent news-gathering for an informed citizenry, and I asked our antitrust lawyers to investigate the circumstances surrounding the change to the joint operating agreement," said Reyes. "We are not trying to duplicate or interfere with

the DOJ investigation as it pertains to any area where they have statutory jurisdiction. But, there may be areas of concern outside of or concurrent with that scope, and we have an obligation to look at them more closely."

Originally drafted in 1952, the joint operating agreement combines printing, advertising and circulation operations of

the *Tribune* with those of the *Deseret News*. Bolstered by the passage of the Newspaper Preservation Act in 1970 that allows newspapers to skirt antitrust laws and combine certain operations while maintaining separate editorial voices, the agreement set forth the revenue split between the papers based

see TRIBUNE pg. 21

Consumer attitude a little rosier in June

Consumer attitudes in Utah rebounded a bit from May to June, according to the recently released Zions Bank Utah Consumer Attitude Index (CAI).

The index increased 2.0 points to 98.3 during the period, regaining some of the prior period's 6.6-point decline.

The CAI has grown 10.4 points over the past 12 months. For comparison, this month's national Consumer Confidence Index (CCI) increased 3.0 points to 85.2.

"Last year, Utahns expected the economy to improve, and those expectations have become a reality," said Scott Anderson, president and CEO of Zions Bank. "Our labor market is stronger, our housing market is stronger, and our business conditions are ripe. While some may believe that economic conditions are peaking, we expect even more economic improvement in the coming

months."

The May-to-June index improved primarily due to increased confidence in current economic conditions. The percentage of Utahns who believe current business conditions are "good" increased from 43 percent in May to 46 percent in June, and year-over-year, the percentage of Utahns who say business conditions are good has increased 10 percentage points.

Utahns also see a strong labor market. The percentage of Utahns who think jobs in their area are "plentiful" rose to 31 percent, up 3 percentage points from May and 16 percentage points year-over-year.

The Present Situation Index — the sub-index of the CAI that reflects how consumers feel about current economic conditions

see CAI pg. 3



Should daylight-saving go away?

It's about time.

The Utah legislature has debated for years whether to change from daylight savings time (DST) and this year has established ways to get public feedback on the matter.

HB197, passed during this year's general session, calls for the Governor's Office of Economic Development (GOED) to host a public forum to collect input. It is scheduled for July 10 from 10-11 a.m. at the Clark Planetarium, 110 S. 400 W., Salt Lake City.

"Surprisingly, time changes have an economic and educational impact on our state," said the sponsor of HB197, Rep. Ronda Rudd Menlove, R-Garland. "Recreation enthusiasts argue that the spring time change brings tourism and recreation dollars into the state coffers and farmers and ranchers have more daylight time to complete their work. However, parents and educators argue that the change has a negative impact on student learning at a critical point in the school year when end-of-level tests are administered. Public safety officials note an increase in accidents at each change of time.

"This issue needs to be properly weighed and debated in order to arrive at the best outcome for the most residents."

Menlove and Sen. Aaron Osmond, R-South Jordan, who has a bill file open for possible action during the next legislative session, will be at the July 10 forum.

Rural Utahns will be able to comment on the

issue during the rural summit in Cedar City in August. People unable to attend the forums can visit business.utah.gov/time to comment and/or vote whether or not Utah should continue DST as is or adjust it.

The website and forums will focus on whether Utah should:

- Retain the existing "spring forward" and "fall back" time as currently followed in Utah and nationally.

- Align with Arizona on Mountain Standard Time throughout the year. Arizona and Hawaii are the only states that don't use the daylight-saving time system.

- Have daylight-saving time throughout the year.

GOED will report its findings to the legislature's Government Operations and the Economic Development and Workforce Services interim committees, which then will decide how to proceed with the matter.

Daylight-saving time was first adopted by Germany during World War I in an effort to save fuel for the war effort by replacing artificial light with real light. In the mid-1960s, President Lyndon B. Johnson signed the Uniform Time Act that standardized beginning and end times for DST in the U.S. DST was designed to provide an extra hour of daylight during normal waking hours, with the intention that it would reduce electricity usage and lead to fewer traffic accidents in the evening.

Ground broken on E. Utah crude oil upgrade facility

FUELogistics has begun construction on a crude oil upgrade facility in Duchesne that will house its newly patented low profile, fluid catalytic cracker (LP-FCC) technology specifically designed to upgrade the waxy crudes coming out of Utah's oil country.

At its completion in 2015, the FUELogistics facility will employ approximately 100 operational and administrative support personnel with projected annual revenues of \$130 million.

FUELogistics' patented LP-FCC technology represents the newest generation of technology specifically designed to tackle the difficult task of upgrading the heaviest and most viscous crudes such as the black and yellow wax commonly found in Utah's Uintah Basin region. According to FUELogistics CEO Glenn Guglietta, the company's LP-FCC technology will provide oil producers the relief they seek by substantially decreasing the waxy crudes' pour

point, thereby making it much easier and more economical to transport the upgraded crude via pipeline, rail or truck without the expense and complexities of heating it.

"The FUELogistics upgrade facility will also give oil producers the flexibility and freedom to remove current production caps while exploiting new markets for their premium grade crude," said Guglietta. "It will deliver to downstream refineries a feed that is easier to refine into more valuable motor fuels, while maximizing product yield and reducing the feedstock that is converted to less useful products such as coke, heavy cycle oil and light fuel gases."

The groundbreaking of the new facility in Duchesne represents the first phase of a three-phase master plan that was unanimously approved by Duchesne's county commissioners in a public hearing held May 7.

Ed. tech company buys competitor

Utah education technology company MasteryConnect is acquiring Cambridge, Massachusetts-based Socrative, a student response system that increases classroom engagement, for \$5 million in cash and stock. The deal will add Socrative's real-time classroom assessment functionality to MasteryConnect's existing suite of cloud-based software and apps for mastery-based learning in K-12 settings.

The acquisition builds on MasteryConnect's recent growth, expanding the company's reach to more than 21 million students and 1 million teachers. Currently, MasteryConnect is utilized in 85 percent of U.S. school districts across all states and in more than 175 countries.

"MasteryConnect's vision is to provide a platform to support teachers' efforts to identify real-time levels of student understanding, which enables them to spend more time with their students in a personalized learning environment," said Cory Reid, CEO of MasteryConnect. "Adding Socrative helps us further this vision and gives teachers and students more tools to inform the learning process and enable true mastery of concepts in the classroom. We're especially thrilled to be adding the

Socrative team and are delighted that they share our passion for education and belief in the teachers of America."

Through apps for mobile and desktop devices, Socrative delivers simple technology to enable instant classroom engagement, assessment and personalization through educational exercises, games and other tools. These apps allow teachers to receive feedback from their students in real time so they can personalize instruction.

"Socrative's extremely high user engagement and rapid growth are driven by the simple, widely accessible and relevant real-time assessment capabilities we provide. We're extremely excited to partner with Cory and the team at MasteryConnect, whose company mission and values we align with ours perfectly. By joining together, we'll be able to deliver fully integrated assessment solutions for schools and districts around the world," said Ben Berte, CEO of Socrative who will become director of user engagement for MasteryConnect.

All of Socrative's employees will be retained in the acquisition, with all but a few remote workers relocating to MasteryConnect's headquarters in Salt Lake City.

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C. R. England Military Veteran Drivers (L to R) David Bice, Sean Ritter, William Lowry, Patrick Pyfferoen, Brent Sanger, Nico Turner. These drivers have been selected to drive military-branded C.R. England trucks. Each has a background of military service.

England fleet to honor veterans

C.R. England, the Salt Lake-based refrigerated trucking company that ranks among the largest in the world, has unveiled five new military-themed trucks and trailers to be driven exclusively by former members of the military. England also announced the goal of adding 350 veterans to its driver force by the end of 2014.

"We are honored to recognize the many former members of the military who are part of the C.R. England team, both those who drive for us as company drivers and independent contractors, as well as those in driver-support roles across the nation," said Dan England, chairman of C.R. England. "Not only is it our duty to ensure that those coming out of the military have great jobs, but it is our privilege to hire these men

and women. Veterans bring special skills to the workforce, which make them ideal candidates for positions in our company. Veterans are disciplined, team oriented and focused problem-solvers who have an unparalleled work ethic. We extend our personal thanks to those who have served and who are now offering your skills to us in the private sector."

At a recent unveiling event at company headquarters England announced a number of incentives for attracting new veterans to the C.R. England driver force in order to increase the number of drivers with military backgrounds to 1,300. Included are tuition incentives for military veterans, access to Veterans' Career counselors to assist veterans in finding the best driving job within England and

monthly "Veteran of the Month" recognition in company publications. Each new veteran hire will receive a hat and a special decal for his truck that recognizes him as an "Honored Veteran".

England also announced and recognized the drivers who would drive vehicles in the first honored veterans fleet. Included were Brent Sanger, Sean Ritter, David Bice, Nico Turner, Bill Lowry and Pat Pyfferoen.

Finally, the company used the event to honor company pioneers and World War II veterans Gene and Bill England. In the early 1940s Gene, in the U.S. Army and Bill, in the U.S. Air Force, served with honor. Gene received the bronze star for his service on Okinawa in June 1945.

CAI from page 1

— is now at all all-time high of 101.9 points after increasing 5.7 points from May to June. The Present Situation Index has increased 24.5 points over the past 12 months, reflecting the ongoing progress of positive economic conditions in the state.

Meanwhile, the Expectations Index — the sub-index of the CAI that reflects consumers' expectations for economic conditions six months from now — declined slightly, dropping by 0.5 points from May to June. The Expectations Index has increased only 1.0 point over the past 12 months.

In general, a rise in the Expectations Index will predict a rise in the Present Situation Index, as consumers move from anticipating improvements to the economy to observing those improvements in the economy. This

principle has played out over the past 12 months. The Expectations Index was 17.4 points higher than the Present Situation Index in June 2013, but now, with observably improved economic conditions, the Present Situation Index has not only risen to meet expectations, it stands 6.1 points higher than the Expectations Index. Over the course of this time, the Present Situation Index has increased drastically while the Expectations Index has remained steady.

Over the past 12 months, the state's unemployment rate has declined from 4.6 percent to 3.6 percent, all major stock indices have increased, and the housing market has continued to show strong improvement. Because of these improved conditions, more Utahns seem to think the economy has peaked and will remain steady over the next few months.

The percentage of Utahns who think business conditions will be the same six months from now

increased four percentage points this month to an all-time high of 65 percent. Subsequently, the percentage of Utahns who expect business conditions to be better six months from now decreased to 26 percent from 29 percent this month but the percentage of Utahns who expect business conditions to be worse also decreased, dropping from 10 percent to 9 percent.

Utahns also think further improvement in the national economy is less likely as well. The percentage of Utahns who think the U.S. economy is likely to improve over the next 12 months decreased to 21 percent in June from 27 percent in May.

Analysis and data collection for Zions Bank's monthly CAI summary reports are done by market research firm The Cicero Group, based in Salt Lake City.

The CAI reports are available online at www.zionsbank.com/cai.

Moroni feed renames to match best-known product

Moroni Feed Company, owner of the Norbest brand of turkeys and turkey products, is changing its name to Norbest Inc. The change will help the company simplify its organization and help it project a unified brand image, according to company officials.

Founded in 1930 as the first turkey marketing cooperative in the United States, Norbest's member-growers were once spread throughout the intermountain and northwestern states, but are now located exclusively in central Utah.

"Although the Moroni Feed Company name is very familiar in the Sanpete Valley, where we're the largest private employer, the Norbest brand is well-known and valued by our customers throughout the U.S. and abroad, so it just makes sense to use that name consistently for everything that we do," said Norbest Inc. president and CEO Matthew T. Cook.

"The Moroni Feed Company name has served us well since

1938 and there is historical attachment to it locally, but we believe it's in the best interest of our member-growers, employees and the community to make this change to position us for a bright future," Cook said. Moroni Feed Company's member-growers unanimously approved the name change at a meeting on June 11.

The Norbest brand has a long and storied history, including establishing the tradition of what is now known as the "annual turkey pardon" by the U.S. president just before Thanksgiving. This institution began in 1936 and is continued today by the National Turkey Federation.

The newly renamed Norbest Inc. is a fully integrated turkey producing and processing cooperative comprised of 42 member-growers. The group commercially grows five million turkeys a year, has sales of \$125 million and directly employs 460 at facilities in Moroni and Salina.

One on One buys Lead Media Partners

Lehi's One on One Marketing LLC has reached an agreement with Lead Media Partners to acquire its business operations. The transaction closed on June 18. Both companies are experts in lead generation in the education market.

"The partnership will allow us to leverage the innovative technology platforms of Lead Media Partners with our diverse media portfolio," said Christopher Tracy, CEO of One on One Marketing. "We're taking the best practices of both companies to create the best services for all of our clients. With more data to leverage, we will be a smarter organization and can build more effective marketing campaigns. We look forward to working with Lead Media Partners' talented team members to drive even more value to our clients."

One on One Marketing was founded in 2002. In 2010, Rockbridge Growth Equity and Falcon Investment Advisors purchased One on One Marketing and continue to invest in the company and sit on the Board. One on One Marketing was recently ranked the 35th fastest growing company in Utah and earned a spot on the Inc. 5000 list for 2013.

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Construction begins on HCI addition for Primary Children's research center

Construction has begun on the new Primary Children's and Families' Cancer Research Center at Huntsman Cancer Institute (HCI).

The 220,000-square-foot expansion was announced by Huntsman at the annual fundraising gala last November. With Architectural Nexus as the architect and Jacobs-

en Construction as the builder, the addition is slated for completion in 2016 and will double HCI's research space.

Principal support for the \$105 million expansion will be provided by the Jon M. Huntsman Family, Huntsman Cancer Foundation, the Church of Jesus Christ of Latter-

day Saints, Intermountain Healthcare and the state of Utah. In all, more than 100,000 individuals have supported Huntsman Cancer Institute. The addition's name (the Primary Children's and Families' Cancer Research Center at Huntsman Cancer Institute) reflects the LDS church's financial support

of the expansion and its historical emphasis on children and families.

"When we dedicated the first phase of Huntsman Cancer Institute in 1999, I told everyone it was just the beginning," said Jon M. Huntsman. "That vision — which many viewed as impossible — is now coming true: a cancer treatment and research campus unparalleled in the world. Here we'll make the kind of research advances that will truly make a difference to the human family."

The addition's projected laboratories will bring the actual linear footage of research bench space to almost a mile. Other research enhancements will include a biotechnology center, with the latest advanced genetic sequencing and imaging equipment.

"By bringing together the most innovative scientific minds with leading edge technologies, we will accelerate cancer research discovery to reduce the burden of cancer. Just down the hall from our cancer hospital, teams of top scientists will be tackling the most

pressing medical challenge of our time," said Dr. Mary Beckerle, HCI's CEO and director. "The Huntsmans and our other generous supporters have given all of us a tremendous gift, and it is now up to us to capitalize on this unique opportunity."

Huntsman Cancer Institute is located on the campus of the University of Utah and is part of the University of Utah Health Sciences system. The addition will extend from the southeast corner of the research arm of the original building and marks HCI's fourth major construction phase. The first phase, the Jon M. Huntsman Research Center, was completed in 1999 and comprises 231,000 square feet with three floors of research labs and a floor of outpatient clinics. The second phase, a 286,000-square-foot cancer specialty hospital with 50 inpatient rooms, opened in 2004. In the fall of 2011, a 156,000-square-foot expansion to the hospital, with 50 more inpatient rooms, was dedicated.



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Utah employment still improving

The number of gainfully employed Utahns just keeps growing.

The state's non-farm payroll employment for May grew by an estimated 2.9 percent, adding 37,500 jobs to the economy as compared to May 2013. Utah's current employment level sits at 1,325,600.

May's seasonally adjusted unemployment rate registered 3.6 percent, dropping two-tenths of a percentage point from April. Approximately 52,000 Utahns were unemployed in the month and actively seeking work. The national unemployment rate remained unchanged from April at 6.3 percent.

Utah's job market continues to expand in 2014. The latest numbers from the employment census reflect the fourth quarter of 2013, and show stronger job growth than past monthly survey

estimates. This suggests the possibility that the current survey results could also be underestimating actual job growth. Current labor force estimates (which count workers and not jobs) show two months of small contractions after steady expansion since August 2011. Economic activity in the summer months will show whether this is a new trend or short-term volatility.

All of the 10 private sector industry groups measured in the establishment survey posted net job increases in May as compared to last year. The largest overall employment increases were in trade, transportation and utilities (9,800 jobs), construction (5,400 jobs) and government (5,200 jobs). The fastest employment growth occurred in construction (7.3 percent); information; (6.8 percent); and trade, transportation and utilities (4.0 percent).

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Northern Utah economic boards join forces to attract industry

Lockheed Martin, Boeing, Northrop Grumman, ATK, ENVE Composites, Goode Ski Technologies, Luxfer Utah, American Valley Aviation, Composites Coatings International — these are just a few of the 30-plus composites and aerospace companies that have made Northern Utah their homes for production. With this sound industry base, northern regional economic development departments have partnered together to launch a campaign to capitalize on this industry, help expand existing assets and bring other composite and aerospace businesses to the area.

Ogden City, Brigham City, Davis County, Weber County and Box Elder County have all partnered together to create an organization called Composites and Aerospace of Northern Utah (CANU), a regional approach to strengthening the area's already robust aerospace and composites industries. Weber Economic Development Partnership (Weber EDP) director Douglas Larsen, said, "There are over 30 advanced composites and aerospace companies residing within a 25-mile radius along the Wasatch Front within Box Elder, Weber and Davis Counties. This rich concen-

trated environment of aerospace, composites and related industry assets clearly demonstrates the region's ability to deliver on workforce, effective supply-chain opportunities, transportation access and infrastructure needs of the industry."

The Economic Development Corporation of Utah (EDCUtah) has recognized this partnership and praised CANU members for their comprehensive approach to building this industry. Jeff Edwards, president and CEO of EDCUtah said, "We at EDCUtah are very pleased to see this region of the state organize to take advantage of their unique strengths in advancing materials and aerospace. This kind of collaboration gives Utah a distinct advantage as we work to recruit new companies to the state and enhances our reputation in the global marketplace."

It is rare for competing cities and counties to join together in a team like CANU; however, by building the industry cluster regionally, individual communities obtain advantages in business recruitment and retention they may not realize otherwise. "CANU is a prime example of regionalism and a true cooperation between counties," said Marlin Eldred with Davis County Community and Economic Development. The CANU team realizes that it can make a greater impact working together and attract larger, more sustainable industry and strengthen the overall workforce in the Northern Region. Eldred describes it as cel-

ebating each other's wins which impacts the economic pie as a whole. According to Eldred, "Being unified in all aspects allows Northern Utah to be a large fish in a growing pond versus individual small fish fighting for what's left."

Marshall Wright, Business Development Director from the Governor's Office of Economic Development (GOED) also agrees with this regional marketing strategy stating, "This collaboration shows that the geographic diversity of the locations of Utah's advanced materials and aerospace industry partners and the statewide commitment to seize opportunities to grow this industry."

Spencer P. Eccles, Executive Director of GOED added, "The Governor's Office of Economic Development has worked for many years to support the strategic industries of Aerospace and Defense and the key partners in the composite industry by recruiting major companies who help to strengthen the supply chain in Utah. The regional approach that the Composites and Aerospace of Northern Utah (CANU) association is taking will further strengthen their ability to grow these important sectors of our economy."

With the support from the state and a grant from EDCUtah, the five entities of CANU have all pledged resources, time and budget into building the initiative to grow the composites and aerospace industry.

Are you using your heroes?

In 1982, a couple of songwriters in Nashville wrote one of the most performed songs of all time, "Wind Beneath My Wings," in one sitting. Performed by over a dozen artists, this song speaks to a universal need to have and to recognize heroes in our lives. Watching my six year old, his play often revolves around pretending to be a hero ranging from Captain America and Thor to Han Solo. In fact, his request for this summer was to visit a monument to heroes, Mount Rushmore. Clearly, having heroes in our lives is a strong, common psychological need. But how can heroes help my business?

Our national heroes give us guidance on many ethics used in our day to day life. On Rushmore, Washington was chosen not only because he was our first president, but because he is the symbol of honesty, humility and leadership. Jefferson, author of the Declaration of Independence, is honored for his belief in liberty. Lincoln, who saved the Union, is honored for his belief in freedom and equality for all. Teddy Roosevelt, the youngest to ever serve as President, was the first to serve in the 20th century and represented optimism and the future.

Business leaders are frequently perplexed about how they should approach leadership challenges. Often these are related to interpersonal conflicts or difficult issues for which their team expects them to have THE answer. I advise them to think about their favorite leader and ask how that person would solve it. In most cases we have already established who their leadership icons are and they have posted a photo or other image of that person at their desk.

I am not suggesting just noble distant icons like Thomas Jefferson, Aristotle or honored religious or political leaders. While great to emulate, I press

them to come up with someone in their life. Someone they know personally and who has made an impression on them. This strengthens the direct application for the self-advice they draw from the question: What would they do?

For example, in my pantheon of leadership icons, I have my father and grandfather and have their pictures looking over my shoulder as I work at my desk. Unfortunately, while I can no longer pick up the phone and call them, I do remember their styles and advice when facing key issues. In the business realm, I have my first boss Jim Grady, my first career boss Jim Shumate and my third boss, Steve Bentley as my icons. I remember Mr. Grady's focus on dependability and customer service as I delivered newspapers. Mr. Shumate taught me about competency and putting things in perspective. Mr. Bentley taught me about communication and preparedness. While they were not perfect, I constantly recall the advice offered to me when I worked for them.

Who constitutes your leadership icons? Are they still accessible? What advice or example did they provide? Do they know they are your heroes? Have you ever written them a note thanking them for the advice they continue to give? If not, I recommend you do so: "Thank you to my leadership role models and the 'Wind Beneath my Wings.' I continue to honor and use your advice." I recommend strongly you find your heroes and call on them often.

Russell Lookadoo is the president and chief strategist for HRchitecture, a consulting firm specializing in helping business leaders accomplish their goals by effectively using their teams. He also owns The Alternative Board practice locally. He is a TAB-certified facilitator and SBL-certified coach.



**RUSSELL
LOOKADOO**

BOSTON

from page 1

feet.

"The Salt Lake City market is an important one for Unico since its market fundamentals have remained very strong, even during recessionary periods. Part of the city's economic growth is fueled by its well-educated workforce that is anchored by the University of Utah and Brigham Young University. With our new ownership presence in Salt Lake City, the Boston Building is now a valuable and significant asset in our portfolio," said Brian Pearce, Unico properties market leader for Salt Lake City. "We're thrilled to have our first acquisition in Salt Lake City be in the epicenter of the city and we look forward to becoming ingrained in the market and the community. And, we're equally as excited to bring Unico's unique brand of 'best-in-class' customer service to the existing and future tenants in this beautiful, historic building."

The Boston Building underwent a complete renovation from

2009 to 2012 which included the replacement of the elevators, HVAC system, fire sprinklers, plumbing and power. Common areas and tenant spaces were also refurbished while maintaining historic character. The classic architectural design of the building's exterior includes its trademark rounded corners, ornate stone work and brick façade.

The Boston Building has office space on floors two through 11. The first floor has two office tenants and Maxwell's restaurant. The Boston Deli and tenant storage space is located in the basement. The building has a diverse mix of tenants, including professional services, software and technology firms, with its two largest tenants being Alliance Health Networks and Experticity.

Unico is a real estate investor and full-service operator focused on office and multifamily assets in the western United States. The company is a leader in green building best practices, committed to transforming the built environment across its 10-million-square-foot portfolio, according to a release from the company.



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Industry Briefs

ASSOCIATIONS

• The **Sandy Area Chamber of Commerce** has hired **Tyler Thorn** as vice president of marketing and business development. He will educate business owners in the Sandy area about the resources available to them, including education, networking and advocacy. He will also actively invite Sandy Area businesses to participate in the chamber. Prior to joining the chamber, Thorn worked in the aerospace, mining, manufacturing and government industries as a marketing and sales consultant.

BANKING

• **TAB Bank**, Ogden, has hired **C. Ray Hines** as vice president and business development officer. He will be based in Cleveland, covering the Ohio, Michigan and western Pennsylvania markets, and will be responsible for sourcing new business opportunities by providing asset-based and factoring working capital facilities to commercial entities with annual revenues of \$2 million to \$150 million. Hines has more than 32 years of experience working with small to middle-market companies in need of creative working capital solutions. He has spent the majority of his career in new business development, primarily in the Ohio, Michigan and western Pennsylvania markets. Prior to joining TAB, Ray was the Great Lakes regional manager for two privately held asset-based finance companies. Previous experience also includes 20 years with PNC Bank, where his last assignment was in the Cleveland Regional Office of the PNC Business Credit Division.

• **Celtic Bank**, Salt Lake City, has hired **Richard Gaetano** as vice president of business development in the bank's SBA and Commercial Lending Department. He will be based in Southbury, Connecticut. Gaetano has 12 years of experience in the finance and banking industry. He has advised small-business owners in commer-

cial mortgage-backed securities, SBA lending, factoring finance, asset management and financial planning. He previously served as managing director at Pricom Capital, private wealth manager for Morgan Stanley Smith Barney, and most recently as vice president of business development at American Business Lending.



Richard Gaetano

EDUCATION/TRAINING

• **Salt Lake Community College** has named **Nicole Omer** director of the Office of Sponsored Projects. The office helps ensure that the college complies with governmental, funding agency and institutional regulations. Omer has worked at SLCC since 2012. She also has extensive experience at research and business manager positions at the University of Utah and the University of Colorado. She holds a bachelor of science degree in management from Southern Utah University and a master of business degree in business administration from the University of Utah.



Nicole Omer

HEALTHCARE

• **Health Catalyst**, Salt Lake City, announced that **Fraser Bullock** has been elected chairman of the board of directors. Bullock has served as a board observer of Health Catalyst since 2012. He is co-founder and a managing director of Sorenson Capital, was an original partner of Bain Capital from 1984 to 1986, and prior to that worked as a manager at Bain & Co. He also was COO and CFO of the Salt Lake Organizing Committee for the Olympic Winter Games of 2002. Bullock succeeds **Dr. David A. Burton**, who is retiring from the board after serving as board chairman since November 2012 and as a member of the board since September 2011. Burton will continue to serve as a senior vice president, contributing to research and development associated with the company's clinical and accountable care products.



Fraser Bullock

• The **Utah Association of Counties** announced that the **Coast2CoastRx** program has

saved Utah residents more than \$4.7 million on their prescriptions with the Coast2Coast Rx card, a free discount prescription initiative. Utah County three years ago was the first county to adopt the program. The card allows all Utah residents — regardless of income, age or health status — to participate in the program and save on the cost of their medications. The program saved cardholders throughout the nation an average of 60 percent in 2013 on the cost of prescription drugs. The card is distributed free of charge and may be used at all pharmacy chains and most independent pharmacies in Utah and includes over 60,000 drugs in its formulary.

LAW

• **Holland & Hart LLP** has hired **Andrew J. LeMieux** for the firm's Salt Lake City office as an associate in the Environmental, Energy and Natural Resources group. LeMieux focuses his practice on energy and natural resources law. He has experience in drafting title curative instruments and contracts relating to the exploration and production of oil and gas, as well as conducting due diligence in the acquisition of oil and gas properties. LeMieux's education includes graduating from Brigham Young University with a B.A. in 2004.



Andrew LeMieux

• **Cordell & Cordell** has opened an office in South Jordan. The firm has more than 150 attorneys in more than 90 offices across the United States.

• **Fabian & Clendenin**, Salt Lake City, has hired **John M. Macfarlane** as an associate. He will be part of the firm's team on medical malpractice and plaintiff's personal injury cases. He also handles cases in the areas of debt collection and bankruptcy. Macfarlane graduated from the University of Utah S.J. Quinney College of Law.



John Macfarlane

PHILANTHROPY

• **Les Olson Co.**, Salt Lake City, is sponsoring the **Summer Business Food and Fund Drive** at its six locations in Utah through Aug. 16. The company is accepting food and monetary donations for the **Utah Food Bank**. It recently announced that so far its employees had raised \$20,641,

turned in 3,753 food items and had volunteered a total of 10 hours at the food bank. Details and online donation opportunities are available at <http://lesolson.com/summer-food-drive/>.

• **Holland & Hart LLP** celebrated 20 years in Salt Lake City by providing a day of service at **Kearns Junior High School**. More than 125 attorneys, staff, family members, clients and friends spent the day painting; landscaping; cleaning lockers, auditorium chairs and windows, organizing drama costumes and donated clothing; refurbishing two long-jump pits; assembling registration packets, moving musical instruments and furniture to new classrooms; and helping prepare rooms for the fall. The project was chosen in response to Gov. Gary Herbert's "Year of Service in Utah" challenge, which asked citizens of Utah to volunteer an additional 20 hours of service in their communities. On average, the attorneys in the Salt Lake City office commit about 10 percent of their chargeable hours to pro bono and public service each year, and the Holland & Hart attorneys and staff also perform service through the Holland & Hart Foundation.

• About 20 agents from the Orem office of **Coldwell Banker Residential Brokerage** recently painted a home in Payson as a way to help low-income families as part of a community event called "**Paint Your Heart Out.**" The event was organized by NeighborWorks Provo, a non-profit organization that purchases distressed homes, renovates them, and sells or rents them at a discounted rate to low-income families who otherwise could not afford to live in the home. The agents, led by Chris Jensen,

president of Coldwell Banker Residential Brokerage, teamed up to paint the exterior of the house. The Coldwell Banker community donated funds toward the renovation of the home, as well as labor with the "Paint Your Heart Out" event.

REAL ESTATE

• **Real Property Management**, Salt Lake City, has been named one of **America's Best Franchises**, according to *Forbes* magazine's first-ever list of the top franchises in America. The company was named a top 10 franchise in the Investment category. With a growth rate of 49 percent and continuity of 90 percent, Real Property Management is ranked in the top 10 franchises with investments up to \$150,000. The *Forbes* "Best and Worst in Franchising" was created from performance and revenue metrics compiled and analyzed by FRANData, a research and consulting firm that focuses on studying

see BRIEFS next page





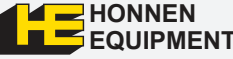
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Industry Briefs

the comparative performance of franchise brands. FRANdata went through publicly available information on 3,000 franchise brands and measured them according to three main criteria: five-year unit continuity rate, unit growth rate and franchisee support score.

RECOGNITIONS

• **Alliant Techsystems** in Utah was among 39 civilian employers of Navy Reserve sailors recently honored for their support of America's citizen sailors. Chief of Navy Reserve Vice Adm. Robin Braun honored the group at a ceremony June 20 in Norfolk, Virginia. The employers were presented with **Navy Employer Certificates of Appreciation** for their dedication and support of employees who serve in the Navy Reserve. Randy Fitz received

the award on Alliant's behalf. Companies were nominated by their employees who are also Navy Reserve sailors.

RESTAURANTS

• **Retail Properties of America Inc.** announced that **DOPO LLC** will open a new restaurant called **DOPO at The Gateway** in August. DOPO, which means "next" in Italian, will be an upscale, live music-oriented restaurant featuring Mediterranean and Italian fare with nightly live jazz. It will feature a 1930s supper club ambiance, with special amenities such as the sale of roses, orchids, boutonnières, Italian chocolate cigars and more.

• **Snowbird Ski and Summer Resort** has announced that **Matt Anderson** is the new chef at The Forklift, a restaurant

at the Snowbird Center. Anderson received his formal training at the Scottsdale Culinary Institute, achieving an Associate of Science degree in Restaurant Management and Culinary Arts. He has worked as executive chef or chef at several restaurants in Utah, including Blind Dog Restaurant and Sushi Bar, Absolute Restaurant and Brasserie, Dijon Bistro Provençal, Kimi's Mountainside Bistro and most recently La Jolla Groves Restaurant in Salt Lake City.

• **Mandarin Restaurant**, Bountiful, said it used 2,000 pounds of local produce over eight weeks in 2013, its 20th year of supporting local farmers. The restaurant said it will have sugar snap peas, zucchini, yellow squash, green beans, bell peppers, eggplant, tomatoes, raspberries, blueberries, blackberries, currants, cherries, peaches, apples and other

items grown locally.

RETAIL

• **AT&T** has opened what it calls the "**Store of the Future**" at 11316 S. State St., Sandy. It is the first such store in Utah. The layout is designed to provide a more interactive and inviting store environment. It features spaces called the Connected Experience Zone (showing customers how products can be used in their everyday lives), Community Zone (letting customers shop and play in an open, interactive area) and Explore Zone (a showcase of devices and accessories). The company has 15 retail locations in Utah.

TRAVEL & TOURISM

• **Visit Salt Lake (VSL)** has announced the inaugural "**Salt Lake Exposed**" photo con-

test, which runs through July 6. Participants can sign up and submit images by linking to a special contest tab on VSL's Facebook page, <http://budurl.com/SLEExposed>. The contest is for photographers of all levels. A total of \$3,750 in prizes will be awarded or the winning images in five themed categories, a "best of show" grand prize and a Facebook fan favorite. The grand prize winner will receive a \$750 gift card to photography store Pictureline. Winning photos also will be featured in VSL's 2015 *Spring/Summer Visitors Guide*. In addition to the prizes, VSL is hosting two photography workshops. The first took place June 25. The second will be July 1 from 5:30-7:30 p.m. at Pictureline, 305 W. 700 S., Salt Lake City, and will feature local outdoor adventure photographer Lee Cohen.

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Dutch Oven Bar-B-Que Chicken/Ribs <i>Potatoes Au Gratin Peach Cobbler Cooked in Dutch Ovens</i>	Tri Tip Roast/Marinated <i>Grilled Chicken Breast Grilled on site</i>	Chuckwagon-K-Bobs <i>Beef & Chicken-K-Bobs w/fresh vegetables Grilled on site</i>
Top Sirloin <i>10 oz. USDA Choice Top Sirloin Steak Baked Idaho Potato Grilled on site</i>	Pork Back Ribs <i>Smoked with Applewood Marinated Grilled Chicken Breast</i>	Boneless Ribeye Steak <i>10 oz. USDA Choice Boneless Boneless Ribeye Steak Baked Idaho Potato Grilled on site</i>

Call for complete menus and pricing: 801-278-4653



Small Business Matters

Top 10 ways to avoid losing money in a financial scam

Every week Utah residents lose money by investing with friends, family or neighbors — people they knew and trusted.

Investment fraud is a big problem here in Utah, largely because our close-knit communities are a prime target for “affinity fraud.” Our state has a long history of financial scams and Ponzi schemes, many of which have been perpetrated by members of the LDS church on members of their ward or stake. It’s heart-breaking.

I have seen people who borrowed money against their homes or liquidated retirement accounts in order to fund risky investments based on a pitch by someone they trusted. Unfortunately, by the time they call me, the money is long gone — and so is the person who took the money.

Because I specialize in helping people recover losses in investment fraud cases I often get asked for advice on how to avoid needing me. So, at the risk of all my work drying up, here is my TOP

10 ways to avoid investing in a financial scam:

10. Slow down. Many people invest after only hearing the pitch; watch out for promoters who try to commit you on the spot. Don’t do it! Take your time, do your research, ask lots of questions, search the Internet, review their financials, visit the company, kick the tires before you buy. Be very wary of aggressive sales pitches and deadlines. Ask the hard questions before you hand over your money, not after.

9. Do your homework. Run a simple Google search on the company and its managers, or the individual. If it involves a company, ask for a private placement memorandum and company financials. Hire an attorney to evaluate the investment and help you perform due diligence. Attorneys have access to court databases to look for lawsuits and bankruptcies. Contact federal and state securities regulators to see if actions have previously been taken against the company or individuals involved.



MARK PUGSLEY

8. Hire an attorney. Attorneys can be expensive, but it is *much cheaper* to hire an attorney to document the transaction properly on the front end than to sue the bad guys when it all blows up. A good lawyer can help you perform due diligence on the company and individuals, and can determine whether the investment is properly structured as a private offering and complies with state and federal statutes. Your lawyer can review the offering materials and help you understand what the risks are. Hiring a good attorney up front is an investment in your investment.

7. Get it in writing. I am amazed how often people will give hundreds of thousands of dollars to someone on nothing more than a handshake. Don’t do it! If things go bad later, proper documentation will be critical to me in my efforts to get your money back. The terms of your deal should always be put in writing, and those terms should be reviewed by the competent attorney you hired. (See Number 8.)

In any private investment opportunity you should receive a detailed lengthy disclosure docu-

ment called a private placement memorandum (PPM). Take the time to review it before you invest. It contains detailed information about all aspects of the business, including the business model, financial history, risk factors, biographical information on the managers, civil lawsuits, and the terms and conditions of the investment, among other things. If the company soliciting your money hasn’t prepared a PPM, that should be the end of your discussions with them.

6. Beware of guarantees. If anyone tells you that your investment is “guaranteed” that should cause some you concern. *All investments carry risk*, and personal guarantees (especially oral ones) are rarely a means to get your money back. Even if you are approached to loan money and get a promissory note, that is usually still considered to be an investment, and such loans can be very risky if not properly secured. If you are told that the loan or investment is “secured,” hire an attorney to document the security interest and verify the collateral. (See Number 8.)

5. Beware of secret trading strategies, offshore investments, commodity or currency (FOREX) trading, futures, options and minerals. This could be an article all by itself. Generally, avoid anyone who credits a highly complex or secretive investing technique or touts unusual success. Legitimate professionals should be able to explain clearly what they are doing and how they make money. And if the individual is really making as much money with their strategy as they say they are, they shouldn’t need yours. These types of “alternative” investments nearly always involve extremely high risk, despite what you are told.

4. Work through licensed stock brokers or investment advisors. Even when investing in a private (unregistered) opportunity, ask whether the promoter is licensed to sell you the investment, which regulator issued that license and whether the license has ever been revoked or suspended. A legitimate securities salesperson

see PUGSLEY pg. 21



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Calendar

July 1, 11:30 a.m.-1 p.m.

“Social Media Connections: Making it Happen,” a Sandy Area Chamber of Commerce “Build Your Business” workshop. Participants are asked to bring their laptops. Location is Salt Lake Community College’s Miller Campus, Miller Free Enterprise Center, Room 223, 9750 S. 300 W., Sandy. Free. Details are at sandychamber.com.

July 2, 3:30-5 p.m.

Afternoon Jump Start, a Salt Lake Chamber Women’s Business Center (WBC) event. Seminar is designed for all entrepreneurs: those looking to go into business, in early start-up stage or those looking to improve an existing business. Seminar is presented by Deb Bilbao, business consultant at the WBC. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake City. Free. Details are at slchamber.com.

July 9, 11:30 a.m.-1 p.m.

“Power Connections Luncheon,” a Sandy Area Chamber of Commerce event. Location is Brick Oven, 10622 S. Riverfront Parkway, South Jordan. Cost is \$15 for chamber members, \$20 for guests. Details are at sandychamber.com.

July 9, 3-5 p.m.

“Understanding Financial Statements to Develop a Business Strategy,” a Salt Lake Chamber event. Course will provide basic how-to steps for creating and using financial statements. Presenter will be Jenni Gudmundson, internal audit manager for Unisys Corp. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room B/C, Salt Lake City. Cost is \$10. Details are at slchamber.com.

July 10, 10-11 a.m.

Public Forum About Daylight-Saving Time, hosted by the Governor’s Office of Economic Development. Meeting will provide the public with the opportunity to explore all sides of and to comment on the DST argument, which could be subject to possible action in the next legislative general session. Options include retaining existing daylight-savings time schedule, aligning with Arizona to have Mountain Standard Time throughout the year, and having daylight-savings time throughout the year. Location is Clark Planetarium, 110 S. 400 W., Salt Lake City. Rural residents will be able to comment through surveys to be taken at the rural summit in Cedar City in August. People unable to attend public forums may comment at busi-

ness.utah.gov/time. Comments and votes will be forwarded to the legislature for possible action.

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

Monthly Luncheon of the Murray Area Chamber of Commerce. Location is 1780 Lakewood Drive, Holladay. Cost is \$20 with an RSVP or paid online, \$25 at the door. Details are available at murraychamber.org.

July 14

UTC Golf Invitational, a Utah Technology Council event. Location is Salt Lake Country Club, 2400 Country Club Drive, Salt Lake City. Sponsorships are available. Details are available by calling (801) 568-3500 or at utahtech.org.

July 16, 8:30-10 a.m.

Morning Jump Start, a Salt Lake Chamber Women’s Business Center (WBC) event. Seminar is designed for all entrepreneurs: those looking to go into business, in early start-up stage or those looking to improve an existing business. Seminar is presented by Deb Bilbao, business consultant at the WBC. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake City. Free. Details are at slchamber.com.

July 23, 7:30-9 a.m.

“Breakfast of Champions,” a Sandy Area Chamber of Commerce event. Location and other details will be announced later.

July 28-August 1

Fifth Annual Extraordinary Leadership Summit. Event will feature best practice presentations by leadership development executives from Celgene, Deloitte, DirecTV, Renault, Sony PlayStation and the state of Minnesota. Zenger Folkman’s leadership development programs will also have a featured role. Location is The Chateaux Resort Deer Valley, 7815 Royal St., Park City. Details are at <http://zenger-folkman.com/extraordinary-leadership-summit/>.

July 30, 2-5 p.m.

“I Have My WOSB Certification, Now What?” a Salt Lake Chamber event. Event features an overview of WOSB and EDWOSB. Location is Salt Lake Chamber 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake City. Cost is \$10. Details are at slchamber.com.

Aug. 6, 11:30 a.m.-1 p.m.

“Water is Your Business,” a Salt Lake Chamber luncheon event. Water Committee will discuss water’s impact on Utah’s business environment and economic development efforts, as well as how Utah businesses are already leading out on making a difference. Location is Jordan Valley Conservation Gardens Park, 8275 S. 1300 W., West Jordan. Cost is \$25 for chamber members, \$35 for nonmembers.

Aug. 21, noon-1:30 p.m.

“Success is an Inside Job: Discovering the Proven Success Disciplines of High Achievers,” a Utah Technology Council (UTC) event. Speaker will be Tiffany Peterson, speaker, international coach and founder of The Lighthouse Principles. Location is Thanksgiving Point, Garden Room, 3003 N. Thanksgiving Way, Lehi. Cost is \$45. Details are at www.utahtech.org.

September 15, 1-3 p.m.

“Academia and Related Export Controls: The Impact & Implications of Compliance and Non-Compliance,” presented in conjunction with the World Trade Center Utah, Salt Lake Chamber, U.S. Commercial Service and Governor’s Office of Economic Development. Event is designed for academic institutions, labs, federally funded research and development centers and any entity doing work that involves foreign nationals and/or foreign persons. It will address key aspects of trade compliance and the consequences and costs of getting it right or wrong in the context of the research community and evolving export control reform. Facilitator is John Priecko, president and managing partner at Trade Compliance Solutions, and David Glynn, of counsel at Holland & Hart LLP. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Free. Registration

deadline is Sept. 12. Registration can be completed by emailing agiama@wtcut.com. Details are available by calling Alia Giama at (801) 532-8080.

Sept. 16, 7 a.m.-5 p.m.

“Hot Topics for Export Compliance Professionals,” a World Trade Center Utah event. Program will focus on evolving regulatory requirements in the context of export control reform (ECR), with a focus on the export administration regulations and international traffic in arms regulations; dramatic changes as a result of the migration and transfer of items from the U.S. Munitions List to the Commerce Control List; key areas for managing export compliance, exposure, liability and risk; the potential and sometimes devastating consequences of non-compliance and “What Happens When You Are Not Where You Need to Be on ECR”; references, resources and real-world case study lessons learned; and best practices, recommended approaches, ECR and proven solutions for a variety of real-world export compliance challenges and opportunities. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Cost is \$160 until Aug. 15, \$195 thereafter. Registration deadline is Sept. 12. Registration can be completed at wtcutah.com. Details are available by contacting Alia Giama at (801) 532-8080 or agiama@wtcut.com.

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Opinion

Far from a lame duck presidency - more like a lame duck country

Pundits are pointing to Pres. Barack Obama's recent decline in public opinion polls and saying that he may now become another "lame duck" president, unable to accomplish much during his final term in office.

That has happened to other presidents. But it is extremely unlikely to happen to this president. There are reasons why other presidents have become impotent during their last years in office. But those reasons do not apply to Barack Obama.

The Constitution of the United States does not give presidents the power to carry out major policy changes without the cooperation of other branches of government. Once the country becomes disenchanted with a president during his second term, Congress has little incentive to cooperate with him — and, once Congress becomes uncooperative, there is little that a president can do on his own.

That is, if he respects the Constitution. Obama has demonstrated, time and again, that he has no respect for the Constitution's limitations on his power. Despite his oath of

office — to see that the laws are faithfully executed — Barack Obama has unilaterally changed welfare reform laws by eliminating the work requirement passed by Congress during the Clinton administration.

He has repeatedly and unilaterally changed or waived provisions of the ObamaCare law passed by Congress during his own administration. Pres. Obama has ordered Border Patrol agents not to carry out provisions of the immigration laws that he does not like. We see the results today in the tens of thousands of illegal immigrants entering the country unimpeded.

Obama's oath of office obviously means no more to him than his oft-repeated promise that "you can keep your own doctor" under ObamaCare.

Why do we have a Constitution of the United States if a president can ignore it without any consequences? The Constitution cannot protect our rights if we do not protect the Constitution. Freedom is not free, and the Constitution is just some words on paper if we do not do anything to those who violate it.



THOMAS SOWELL

What can ordinary citizens do? Everything! Theirs is the ultimate power of the ballot that can bring down even the most powerful elected official.

The most important thing the voters can do is vote against anyone who violates the Constitution. When someone who has violated the Constitution repeatedly gets re-elected, then the voters are accomplices in the erosion of protection for their own freedom.

Laws without penalties are just suggestions — and suggestions are a pitiful defense against power.

After voters have failed to protect the Constitution, the last-ditch remedy is impeachment. But Barack Obama knows that he is not going to be impeached. Who wants to provoke a Constitutional crisis and riots in the streets? And, worst of all, end up with Joe Biden as president of the United States? Some cynics long ago referred to Barack Obama's choice of mental lightweight Biden to be his vice president as "impeachment insurance."

With neither the Constitution, nor the voters, nor the threat of impeachment to stop him, Barack Obama has clear sailing to use his powers however he chooses.

Far from seeing his power diminish in his last years, Pres. Obama can extend his power even beyond the end of his administration by appointing federal judges who share his disregard of the Constitution and can enact his far-left agenda into law from the bench when it cannot be enacted into law by the Congress.

Federal judges with lifetime tenure can make irreversible decisions binding future presidents and future Congresses. If Republicans do not win control of the Senate in this fall's elections, a Senate controlled by Majority Leader Harry Reid can confirm judges who will have the power to extend Barack Obama's agenda and complete the dismantling of Constitutional government.

Obama can, as he said before taking office, fundamentally "change the United States of America." Far from being a lame duck president, Obama can make this a lame duck democracy.

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

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America can't stop the tidal wave of change in the Middle East

Can Iraq hold together? It's worth examining what is happening in that country through a broader prism. If you had looked at the Middle East 15 years ago, you would have seen a string of strikingly similar regimes — from Libya and Tunisia in the west to Syria and Iraq in the east. They were all dictatorships. They were all secular, in the sense that they did not derive their legitimacy from religious identity. Historically, they had all been supported by outside powers — first the British and French, then the superpowers — which meant that these rulers worried more about pleasing patrons abroad than currying favor at home. And they had secure borders.

Today, across the region, from Libya to Syria, that structure of authority has collapsed and people are reaching for their older identities — Sunni, Shiite, Kurd. Sectarian groups — often Islamist in nature — have filled the power vacuum, spilling over borders and spreading violence. In Iraq and elsewhere, no amount of American military power can put Humpty Dumpty back together.

There are exceptions. Algeria remains an old-fashioned secular dictatorship. Egypt — perhaps the longest functioning state in the world — has reasserted the old order by using force. The Gulf monarchies — Saudi Arabia, Kuwait, the United Arab Emirates — have withstood the turmoil partly because of greater legitimacy and mostly because of the massive patronage systems. And most hopefully, Morocco, Jordan and Tunisia have reformed enough to keep revolutionaries at bay.

The old order was probably unsus-

tainable. It rested on extreme suppression, which was producing extreme opposition movements, and on superpower patronage, which couldn't last over time. The countries with significant sectarian divides and in which minority groups ruled — Iraq and Syria — became the most vulnerable.

Let's be clear. The Iraq War was the crucial trigger and the American occupation needlessly exacerbated sectarian identities rather than building national ones. But once the old order broke, Iraq's Shiites, who had been suppressed for decades, in some cases brutally, were not likely to sign up to share power easily with their former tormentors.

It is true that during and immediately after the surge — 2007-08 — Prime Minister Nouri al-Maliki behaved differently. But if it took the danger of civil war, the presence of about 200,000 foreign troops, a particularly skilled American general (David Petraeus) and billions of dollars all to force him to make nice for a brief while, it was unlikely to be a long-term arrangement.

It is doubtful that a Shiite government in Baghdad — using an increasingly Shiite army to defend itself — will ever fully regain the allegiance of the Sunnis. The Sunnis for their part have done enough killing to keep the Shiites wary for decades. Washington has urged the Baghdad government to be inclusive. It has hinted that the best outcome would be a new Iraqi government with a broad coalition. That's true but it's also unlikely. Washington needs a plan B.

Plan B should be an enclave strategy. The U.S. should recognize that Iraq is turning into a country of enclaves and work

to ensure that these regions stay as stable, terror-free and open as is possible. The Kurdish enclave — now bolstered by having captured the vital city of Kirkuk — is already a success story. The Shiite region of the south can be stable. It will be possible to work with countries such as Saudi Arabia and Jordan to influence the Sunni groups in the middle of the country, purging terrorists and empowering moderate Sunnis. A comparable strategy in Syria would allow groups like the Kurds and Sunnis to protect their own areas, safe from Bashar al-Assad's brutality, but recognize that they will not be able to topple the regime. There will be places where ISIS and similar groups gain strength. In those areas, Washington would have to use drones, counterintelligence and occasional special forces strikes — just as

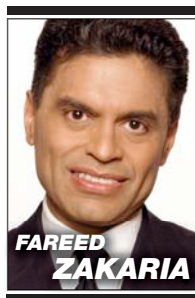
it does in parts of Afghanistan, Pakistan, Yemen and Somalia. The world of enclaves already exists. Washington simply has to realize that parts of Iraq are now in it.

The polyglot Middle East has been dying for a while, but it is now on its last legs. Countries rich in minorities — such as Iraq — have seen their Christian populations flee or be massacred. Where minorities remain, communities are segregating themselves.

America can't stop a tidal trend. What it can do is try to limit the fallout, bolster stable countries and zones, support those who believe in reconciliation, and protect itself and its friends.

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

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FAREED ZAKARIA



Opinion

Will you hand them the fish or teach them how to fish?

When you achieve success in life, you can't help but start to think about how you'll pass it on to those you care about when you pass on. But that may be harder than you think. There's even a saying for the usual outcome: "Shirt sleeves to shirt sleeves in three generations." What does it mean? When people start from nothing, work hard and create wealth, it is typically squandered by the third generation and their posterity is back to living a "shirt sleeves" existence. In other words, a financial legacy is tough for generations to maintain, especially with the approach most families take. You may want to take stock of the legacy you'll leave behind and how it carries on to your children and grandchildren before you assume all will be well.



DOUG ANDREW

The problem isn't unique to America and it isn't because Uncle Sam gobbles up the wealth with income tax and estate tax. In Asia, it's rice paddy to rice paddy in three generations. In Europe, it's clogs to clogs in three generations. Why? When we leave behind money alone, we're merely dumping our proverbial basket of fish in our children and grandchildren's laps. We're not teaching them how to fish. Wouldn't we rather pass on knowing our families are capable of netting great schools of fish rather than eating away at the pile we've left behind?

Back in the late 19th century, Cornelius Vanderbilt was sort of the Bill Gates of his time — worth \$105 million. He made his fortunes in the transportation industry, with steam ships and railroads. He died in 1877, the richest man on Earth, but he was not very philanthropic. In fact, he only left behind \$1 million to Central University, which became Vanderbilt University. Do you know it took 96 years, until 1972, before 120 of his descendants gathered together at Vanderbilt University for their first family reunion? There was not a millionaire left in the bunch. In fact, William K. Vanderbilt, a grandson, said, "It has left me with nothing to hope for, nothing definite to seek or strive for. Inherited wealth has been a real handicap to happiness."

Now in contrast, Mayer Amschel Rothschild built a banking dynasty in Europe using conservative investments. He

died in 1812 and he assigned each of his five sons to a European capital. They would communicate back and forth about investments with homing pigeons, sending messages when to buy and when to sell.

It's important to note that when he passed away, he hadn't left behind any lump-sum inheritance or entitlement. He left behind a family repository, a conceptual family bank, where he captured the wisdom he had gained — or, to use our analogy, the knowledge of how to fish.

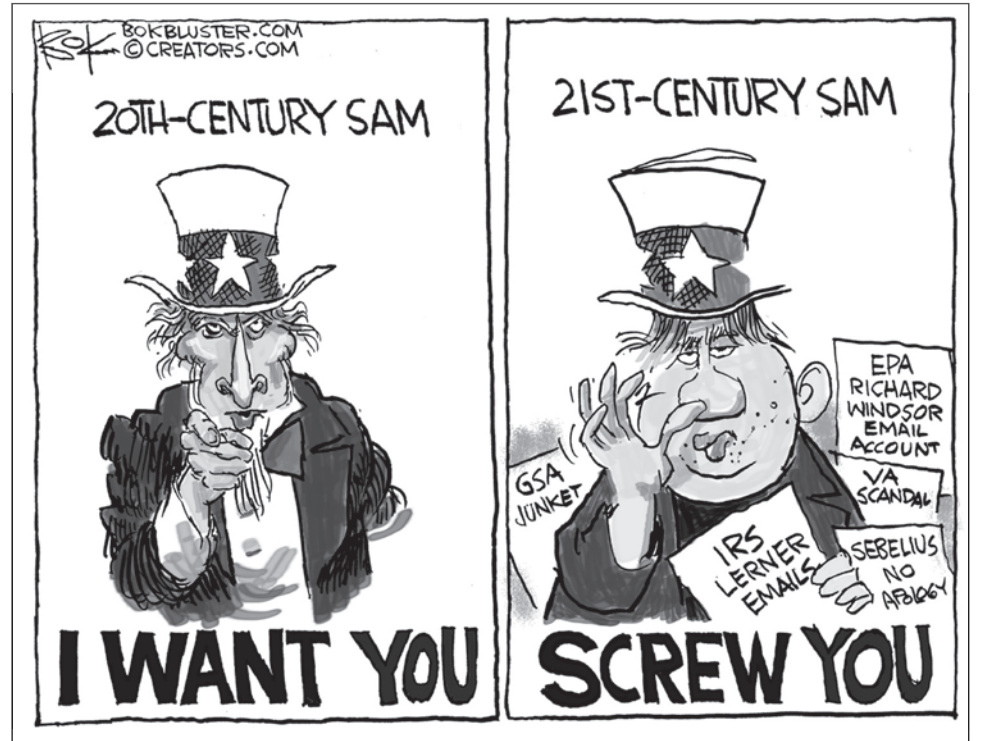
With the family repository there were three basic rules. Number one, his heirs could borrow money individually or enter into joint ventures, but the loans had to be paid back. For example, if they needed help with a college education, they could qualify with a good GPA, borrow the money for tuition, then pay the loan back at a nominal interest rate. Say they graduated from college and wanted to go into business. They could present the business plan, borrow the start-up capital and then pay it back or they could enter into a joint venture and share the profits.

What if they failed? They weren't out of the loop, because the second rule was that the heirs had to share their knowledge and experiences with other family members horizontally, not just vertically. This wasn't just a parents-to-kids-to-grandkids connection. They shared among aunts, uncles, nieces and nephews.

The third rule? The family gathered at least once a year to reaffirm their virtues and intentions, or they were cut out of the loop. This is what I call an authentic wealth philosophy, or an ethical will.

So you can see in this comparison the outcome of two different approaches. Would we rather have the same fate as the Vanderbilts, with our fortune dissipating until it completely disappears? Or would we rather be like the Rothschilds, with our family bank passing along the knowledge and means to teach generations how to thrive? Take the time now to make a plan for how you'll pass along not only your money, but also your knowledge, and how you'll encourage your family to continue sharing and thriving for generations to come.

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



A look at the fundamentals affirms the economy is headed for normal

The stock market may be up and down this year, but America's economic recovery seems to be proceeding at a decent pace. Anyone who wants some evidence of that can find it in some key fundamental indicators.

Pessimists may counter, "Didn't the economy grow just 0.1 percent in the first quarter?" Indeed, that was the federal government's initial estimate, but the initial estimate of quarterly GDP is twice revised and often drastically so. Other key indicators point to a healthier economy, and some suggest that March and April were better than presumed.

Jobless claims reached a seven-year low this month. They decreased to pre-recession levels at last, with a seasonally-adjusted 297,000 applications received in the week of May 3-10, the fewest in any week since May 2007. Economists who Reuters polled thought 320,000 claims would appear.

Hiring has picked up. April saw employers hire 288,000 people with gains in the manufacturing, construction and professional/technical sectors. Even state and local governments hired.

From November to April, non-farm payrolls grew by an average of 203,000 jobs per month. From January through April, the gain averaged 214,000 jobs per month. That is the kind of steady growth that pulls an economy out of the doldrums.

Yes, the jobless rate hit a 5 1/2-year low in April partly due to fewer jobseekers — but when fewer people look for work, it often translates to an indirect benefit for those in the hunt. That benefit is higher pay. Analysts think noticeable wage growth might be the next step in the labor market recovery.

So has consumer spending. With a 0.9 percent increase (0.7 percent in inflation-adjusted terms), March was the strongest month for personal spending since August

2009. While the gain on April retail sales was just 0.1 percent, the March advance was just revised up to 1.5 percent, representing the best month for retail purchases in four years.

The sequester is in the rear-view mirror. Major federal spending cuts probably exerted a significant drag on the economy in 2013. In 2014, they are gone.

The manufacturing and service sectors keep growing. The Institute for Supply



MARK LUND

Management's globally respected monthly PMIs monitor these sectors. ISM recorded economic activity in the U.S. manufacturing sector expanding for an 11th straight month in April; its service sector index has recorded growth for 51 straight months.

Inflation is normalizing. In the big picture, inflation is not necessarily a negative. At the turn

of the decade, our economy faced notable deflation risk. The euro area is still facing it today — as of April, consumer prices there had risen just 0.7 percent in a year. A return to moderate inflation is expected as the economy recovers. Interest rates should move higher, and in the long run, higher interest rates should lend a helping hand to the savings efforts of many households and the incomes of many retirees.

Pending home sales went positive again in March. Before the 3.4 percent gain in that month, this leading indicator of housing market demand had been negative since last June. An increase in contracts to buy homes speaks to a pickup in residential real estate. The gain brought the National Association of Realtors' pending home sales index to a reading of 97.4 in March, close to its origination (or "normal") mark of 100.

Some analysts think Q2 should bring solid expansion. Economists surveyed by MarketWatch expect GDP to hit 3.5 percent this quarter and in the *Wall Street Journal's*

see LUND pg. 21

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The old way or the new way? It's really not a choice anymore

My sales perspective flies in the face of traditional selling. And it's not just a disruption — it's the new way of sales. What's your perspective?

Last week (in part one) I discussed the worthlessness of the old way of selling — everything from cold calling and finding the pain to overcoming objections and closing the sale. I referred to "the old ways" as manipulative, insincere and aggressive and cautioned that customers and prospects are not only against it, they're insulted by it! Ouch.

Me? I prefer being assertive. And there is a huge difference between assertive and aggressive. Here are the four majors:

- Aggressive salespeople tell. Assertive salespeople ask.
- Aggressive salespeople try to "close." Assertive salespeople use testimonial proof.
- Aggressive salespeople go for the sale. Assertive salespeople go for the customer.
- Aggressive salespeople think "quota." Assertive salespeople think "relationship."

Which one are you? It's the difference between the old way and the new way.

Here's my list of what's happening NOW in sales — the new way update. Sales will be happen-

ing the new way for the foreseeable future:

- Value attraction. A marketing approach that tells me how I win, not who you are.
- Social attraction. A social presence that's value-message based. Social messages that your prospective customer can find. NOTE: It's time to rethink and revamp the so-called "law of attraction." If you're looking to identify and attract willing buyers, value attraction and social attraction are the new laws. Value attraction and social attraction are the new way of selling.
- Find the pleasure. Things you both know about and like will make the sale easier and faster than painful things (that are likely none of your business) that make the prospect uncomfortable.
- Ask emotionally engaging questions. Ask questions about them (the prospect or customer), that make them respond in terms of you. Uncover their experience, their wisdom and their knowledge.
- Discover the customer's motive to buy. Why people buy is 1 billion times more powerful than how to sell.
- Give perceived value beyond price. As a customer, I don't need justification to make a purchase.



JEFFREY GITOMER

I need a perception that the value you offer me in exchange for my money is greater than the price you're charging. I need to know how I win, produce and profit as a result of purchase. I already know what it is, I already know how it works. I don't need you to tell me you're the greatest. I just need you to tell me how I win after I take ownership.

• Confirm the urgency of your offer. Once you understand the customer's motive to buy, their urgency becomes apparent. If you haven't uncovered their motive, you will never know when they intend to purchase.

• Provide "voice-of-customer" proof. Video testimonials are the new black. When you say it about yourself, it's bragging. When a customer says it about you, it's proof. Take advantage of your best salespeople — your loyal customers. Testimonial videos can be offered as sales proof during a presentation and can also be posted on every form of your social media outreach. One of the most interesting aspects of testimonials is they also reinforce the belief of salespeople in their own product.

• Be both available and easy to do business with. 24/7/365 is the new 9-5. I want a friendly, intelligent, live human being to answer the phone when I call and

so does EVERY HUMAN BEING ON THE PLANET.

• Give "after the sale" value. Once I purchase, show me more and tell me more about how I can use, produce more and profit more from what I own. Give me a weekly value message, not another sales message. Serve me, WOW me, and surprise me.

• Earn customer loyalty. Loyalty is earned slowly over time. (Just like trust.) Loyalty is gained with quality of product, ease of doing business, availability of people, online alternatives to both purchasing and service, speed of response and value received. Loyal customers purchase time and time again without regard to price. Loyalty is defined in two parts:

Part one: Will the customer do business with you again? Part two: Will the customer refer you? If they do both, that's loyalty. Any other measurement is bogus.

• Earn referrals. Asking for referrals has been replaced by earning referrals and giving referrals. Think about the last time you GAVE a referral. Oh wait, maybe you never have. That's because giving referrals requires work. I didn't say the new way of selling was easy; I just said it was a new way. Ask before you tell. Give before you get. Earn before you ask.

• Build online and word-of-

mouth reputation. What are you known as? What are you known for? What is your image? What is your Google image? What is your social image? These five elements comprise your reputation. No asset is more valuable.

• Build relationships. Everyone talks about being relationship oriented. But my findings show just the opposite. A quick review of the elements above will let you see exactly where you are on the "solid relationship" scale. I don't want you to be relationship oriented, I want you to be relationship building — every day.

Review this list and rate yourself between one and 10. Anywhere you score less than a seven in is telling you you're not near the new way yet. Work at it!

The new way will pay.

FREE GITBIT. I'll be writing more about the new way of selling, but for now, if you would like to get both part one and part two that I've written, go to Gitomer.com and enter the words NEW WAY in the GitBit box.

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

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IN FOCUS



Get your company going "green"

Karren Nichols gives the nuts and bolts process of establishing a "green team" at your business and then suggests how you can keep it going.

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Sustainability Lists

Top sustainable design firms
page 14

Recycling firms
page 16

Issue Sponsor:



SUSTAINABILITY



Businesses compete to reduce vehicle emissions

The sponsors of the "Clear the Air Challenge" are hoping for record-high numbers during this year's month-long activity.

The sixth annual challenge, slated for July 1-31, features individuals, organizations and companies finding ways to eliminate vehicle trips as a means to reduce the amount of emissions in the air.

Brice Wallace
The Enterprise

"We've had big successes in the past, but we can and will strengthen our efforts this year," said Jonathan Johnson, chairman of Salt Lake-based Overstock.com. "During the month-long 'Clear the Air Challenge,' we encourage Utahns to drive less and drive smarter to reduce vehicle emissions and collectively improve Utah's air quality. Each trip saved makes a difference to the quality of our air."

The goals for the program this year include eliminating 250,000 vehicle trips, which would be above last year's 176,000 trips eliminated; saving 2 million vehicle miles driven, up from 1.9 million last year; and attracting 10,000 participants, up from 8,400 a year ago.

Participants can sign up for the challenge, join a team and start tracking miles saved at www.cleartheair-challenge.org. They are eligible for prizes from challenge sponsors, including bicycles, skis, clothing and gift cards.

The challenge website quotes the Utah Division of Air Quality saying that if all drivers living along the Wasatch Front were to park their cars just one day per week, vehicle emissions would be reduced by 6,500 tons per year.

"The 'Clear the Air Challenge' is the perfect opportunity for people in SLC, Ogden, Logan, Provo,

Moab, St. George — everywhere," said Amanda Smith, executive director of the Utah Department of Environmental Quality. "We all need to think about how we travel and how it impacts the air we breathe."

Over the past five years of the challenge, participants have saved more than 7.1 million vehicle miles traveled, eliminating more than 9 million pounds of emissions and more than 600,000 car trips.

The program this year has added a tracking technology designed to make logging participants' trips faster and easier. The tracking technology comes through a partnership with the Utah Department of Transportation's TravelWise program and a grant fromUCAIR.

Accessible from mobile devices or computers, the tracker includes a built-in trip planner. Participants can enter a starting and ending location and receive carpool options, transit routes, or biking and walking routes. The tracker calculates the amount of emissions saved and the time it will take to make the trip. The system integrates with social media and participants can, for example, share a trip saved on Facebook. Challenge organizers hope the tool will alert more people who don't typically use transit or carpool programs about other options to get to their destinations.

To encourage people to use transit, Utah Transit Authority is giving away 4,500 RideClear passes during the month randomly via Twitter at <http://www.twitter.com/RideUTA>. Additionally, the challenge has established a partnership with Enterprise CarShare in which challenge participants will be provided use of cars in July.

see CHALLENGE pg. 21



Top Sustainable Design Firms in Utah

Ranked by Amount of Projects in Design, Construction or Pending LEED Certification

Rank	Company Name Address	Phone Web	Amount (\$) of projects in design, construction or pending LEED certification	Total construction value (\$) of LEED certified projects completed in 2013	# of projects in design, construction or pending LEED certification	Total sq. ft. of LEED certified projects completed Total sq. ft. of projects in design or construction seeking LEED certification	# of LEED accredited professionals # of LEED certified projects completed	Noteworthy sustainable design projects
1	Architectural Nexus 2505 Parleys Way Salt Lake City, UT 84109	801-924-5000 archnexus.com	\$1.67 billion	0	10	1,408,813 3,384,475	30 18	Received double LEED Platinum for behavioral modifications in use of LEED
2	VCBO Architecture LLC 524 S. 600 E. Salt Lake City, UT 84102	801-575-8800 vcbo.com	\$468.2 million	\$26 million	16	95,000 2.2 million	14 2	S.J. Quinney College of Law, Meldrum Science Center at Westminster College
3	GSBS Architects, PC* 375 W. 200 S., Ste. 100 Salt Lake City, UT 84101	801-521-8600 gsbsarchitects.com	\$408 million	\$29 million	22	1.01 million 1.66 million	38 13	Hillside Middle School, Salt Lake City Public Safety Building, Net-Zero Essential Facility
4	CRSA* 649 E. South Temple Salt Lake City, UT 84102	801-355-5915 crsa-us.com	\$174.7 million	\$36.47 million	6	608,903 394,010	8 10	Swaner EcoCenter, University of Utah Sutton Geology and Geophysics Building, Utah State University Bingham Entrepreneurship & Energy Research Center
5	EDA Architects Inc* 9 Exchange Place Ste. 1100 Salt Lake City, UT 84111	801-561-7600 edaarch.com	\$155.7 million	DND	8	452,687 573,000	5 4	Questar Office Building, U of U Beverley Taylor Sorenson Arts and Education Complex, U of U Skaggs Pharmacy Research Building, Salt Palace Expansion Center
6	FFKR Architects 730 Pacific Ave. Salt Lake City, UT 84104	801-521-6186 ffkr.com	\$135.8 million	0	10	2.4 million DND	18 7	Rio Tinto Regional Center, Deseret Building, Boque Supply Building, Mid-Valley Health Center
7	AJC Architects 703 E. 1700 S. Salt Lake City, UT 84105	801-466-8818 ajcarchitects.com	\$66 million	\$28 million	4	985,195 337,000	4 23	USU USTAR, Tracy Aviary Center, USU Wetland Discovery Point, Mesa Verde Visitor and Research Center, King Gillette Visitor Center, Petzl North American
8	Dave Robinson Architects* 6465 S. 3000 E., Ste. 102 Salt Lake City, UT 84121	801-272-0242 daverobinsonarchitects.com	\$30 million	\$8 million	1	52,000 306,000	1 1	Northrop Grumman Addition Salt Lake City, Intermountain Healthcare IMAT
9	Pasker Gould Ames & Weaver Inc. 5263 S. Commerce Drive Murray, UT 84107	801-266-4669 pgaw.net	\$18 million	0	1	70,466 102,600	1 2	North Pointe Building E, Utah Air National Guard Composite Fire Station
10	Archiplex Group 255 Crossroad Square Salt Lake City, UT 84115	801-961-7070 archiplexgroup.com	\$3.5 million	\$300,000	3	52,600 41,100	2 2	Plaza 349 Salt Lake City Corp., Habitat for Humanity Homes Park City

DND=Did Not Disclose N/A= Not Applicable

* Indicates firms with data from 2012

Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved. Copyright 2014 by Enterprise Newspaper Group

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Evaporative cooling can be a smart - and efficient - alternative

Utah's hot summers give cooling equipment a workout. Make sure your equipment is ready for the season by having it serviced by a qualified professional and by programming thermostats to 78 degrees when spaces are occupied, and higher when unoccupied.

If your air conditioning equipment has seen better days and you're due for an upgrade, consider evaporative cooling. It has long been considered an efficient and low-cost way to effectively cool buildings in arid climates because drier air can absorb more moisture than humid air, making it an ideal choice for Utah. The technology has improved considerably from the old swamp coolers of the 1940s and with simple annual maintenance (cleaning the filters, draining the water for the winter) the units will run efficiently for years.

How evaporative cooling works

At its core, evaporative cooling is a simple technology that uses moisture to absorb heat in the air to provide cool air to a space. The amount of cooling available depends on the temperature and water content (humidity) of the air being cooled. The evaporative cooling process is extremely energy efficient, generally requiring only a pump to keep the evaporative cooler pad wet, and a fan to deliver conditioned air.

There are generally three types of evaporative cooling equipment:

- **Direct.** Air is blown across a wet pad, causing water to evaporate. This process cools the air, but also increases its humidity. This type is generally used in large, open spaces or spaces with high outside air requirements; such as warehouses, loading docks, garages and dairy barns.

- **Indirect.** The evaporation process is used to produce cool water that is piped to a coil. When air is blown across the coil, it is cooled without absorbing water. This method of evaporative cooling can reduce the air temperature without increasing humidity. Used in areas with high outside air requirements but with temperature or humidity control needs such as data centers, manufacturing facilities, laboratories, or pre-cooling for large HVAC systems.

- **Direct-Indirect (IDEC).** Air is first cooled by blowing it across an indirect cooling coil which reduces its temperature, and then the cool air is blown directly across evaporative cooler pad, further cooling it. This process provides cooler air, and allows better control of humidity. Used in buildings where comfort and outside air ventilation is a priority and precise temperature control is required, such as large office buildings, airports and indoor arenas.

Evaporative cooling uses considerably less energy than traditional air conditioning and that translates into lower electricity

costs. In addition, utilities often offer cash incentives for evaporative cooling upgrades. So, between the energy savings and the incentives, the payback on the investment pencils out sooner. Also, installing evaporative cooling reduces your environmental footprint.

Many businesses, schools and organizations in Utah have installed evaporative cooling. For example, Utah Paperbox, a 100-year-old company that produces customer packaging for everything from chocolates to golf ball sleeves, evaluated and selected evaporative cooling for their new 82,000-square-foot office/printing building in Salt Lake City.

The installation included an innovative fan-cooling system and six direct evaporative coolers to serve the 50,000-square-foot manufacturing area.

Each evaporative cooling unit is controlled by a dedicated thermostat that is adjustable through a building automation system. Each unit also is coupled with a set of relief dampers located on the wall and near the ceiling of the manufacturing area for proper air circulation.

The evaporative coolers use a small horsepower sump pump to move water over the evaporative media and a supply fan to move air into the facility. They do not use an energy-intensive refrigerant compressor, so they require only one-fifth to one-half as much electricity to operate as a refrigerated

cooling system.

With evaporative cooling, Utah Paperbox is saving 294,000 kilowatt-hours per year in electricity and more than \$26,460 every year in energy costs through this high-efficiency measure alone.

Another successful installation of evaporative cooling was completed by Whitney Properties LLC. They own a commercial building in Salt Lake City that is home to Camp Barkalot — a dog daycare, where four evaporative coolers were installed to provide cooling to the dog kennels. By choosing evaporative cooling, Whitney is saving 9,500 kilowatt-hours per year in electricity and more than \$860 per year in cooling costs.

If you are considering an upgrade to your existing heating and cooling system or starting a new construction project, evaporative cooling is an option worth considering. While evaporative cooling doesn't make sense for all applications, other energy-efficient technologies are available. High-efficiency cooling equipment can significantly reduce annual energy costs compared to standard-efficiency equipment.

Chris Helmers is the wattsmart business program manager for Rocky Mountain Power and has more than 15 years of experience and technical expertise in energy efficiency technology for commercial and industrial business applications.



CHRIS HELMERS

Alternative energy a family affair in Utah

Brice Wallace
The Enterprise



Utah is known for having large families, but Seven Sisters and Four Brothers are set to have a huge economic impact on Beaver and Iron counties and the state's energy future.

"Seven Sisters" and "Four Brothers" are the code names for solar photovoltaic power generation projects being developed by Boston-based First Wind Energy. The Seven Sisters will provide a total of 20.2 megawatts of electricity — enough to power 4,500 homes — with each of seven projects covering about 20 acres with 11,000 solar panels. The Four Brothers involves four projects totaling 320 megawatts — enough for 90,000 homes — with each covering about 700 acres with 360,000 panels.

"Utah has a great solar resource, particularly in the southern part of the state, and we're quite sure it will play a big role in Utah's energy future, and we're glad to be part of that," Bryan Harris, a project development manager for the company, told the legislature's Public Utilities and Technology Interim Committee during its June meeting.

The Seven Sisters will feature four installations in Beaver County and three in Iron County. Construction is expected to begin in October of this year. The Four Brothers, which still needs approval by the Utah Public Service Commission of power purchase agreements (PPAs) between First Wind and Rocky Mountain Power, will consist of three projects in Beaver County and one in Iron County. Construction could start in early 2015, with completion by late 2016.

First Wind and Rocky Mountain Power (RMP) recently completed PPAs calling for RMP to buy the output of the Four Brothers development, which consists of four 80-megawatt projects, for 20 years.

The projects are expected to be a boon for Beaver and Iron counties. The Seven Sisters are expected to result in 100 full-time jobs during its \$35 mil-

lion construction phase, and produce about \$200,000 in annual property taxes. The Four Brothers are expected to generate 500 full-time construction jobs, 16 permanent maintenance jobs, and \$66 million in property and income taxes over 20 years.

"And one of the good things about these projects is they're being put into rural areas, where the impact is really felt. They do a lot of good," Harris said.

"We're putting them on land that's really not used for anything at the present time — a little bit of grazing — but the land we're putting them on is not very productive grazing land, [with] no water rights on them. So we're really maximizing the beneficial use of the land we're putting them on."

As the name suggests, First Wind Energy has mostly been involved in wind power projects. The decade-old company develops, builds, owns and operates renewable energy projects and delivers clean energy throughout the country. Its customers include large energy utilities, municipal electric companies and institutional entities.

The company has projects in 10 states, has more than 200 employees, and has developed, built and is operating a total of 1 gigawatt (1,000 megawatts) of generation. About 2 gigawatts through wind and solar is in construction or advanced development.

First Wind's 300-megawatt Milford Wind Project in Beaver and Millard counties has been operating about five years and provides the counties a total of about \$5 million in tax revenue annually.

The Seven Sisters and Four Brothers combined will be the largest solar project collection developed by the company's new solar division, First Wind Solar Group. The division is exploring solar energy opportunities near the company's wind projects in the

see **FIRST WIND** pg. 21

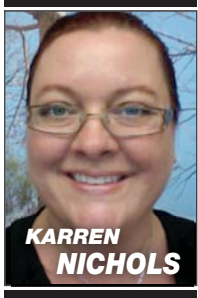
Recycling Firms in Utah

Listed in alphabetical order

Company Name Address	Phone Web	Year Established	Products/ Materials Recycled	Public	Commercial/ Industrial
Ace Recycling & Disposal 2274 S. Technology Road West Valley City, UT 84119	801-363-9995 acedisposal.com	1980	Paper, plastic, metal, cardboard, scrap metal, etc.	Y	Y
Asphalt Materials Inc. 7961 S. 1300 W. West Jordan, UT 84088	385-202-0439 asphaltmaterials.net	1975	Concrete, asphalt, dirt, rock	Y	Y
Bloom Recyclers 690 Exchange Road Ogden, UT 84401	801-393-5396 bloomrecyclers.com	1909	Aluminum cans, appliance recycling, battery recycling, glass recycling, metal recycling, paper recycling, plastic recycling, scrap metal	Y	Y
Custom Industries Inc. 5400 W. Old Bingham Hwy. West Jordan, UT 84081	801-280-3502	1969	Steel, radiators, stainless steel, brass, aluminum cans, cast iron, copper, scrap, iron	N/A	N/A
Durbano Metals 2904 Pacific Ave. Ogden, UT 84401	801-621-5221	1974	Scrap metals	N	Y
International Paper (Recycling) 2590 W. 1500 S. Salt Lake City, UT 84104	801-209-1676 internationalpaper.com	2004	Cardboard, office paper, sorted white ledger, news, printers mix and other forms of paper, plastics, some forms of metals, many forms of fiber	N/A	Y
Interwest Paper Inc. 3975 S. Howich St. Salt Lake City, UT 84107	801-266-3610 interwestpaper.com	1979	Paper, corrugated, plastics, glass, metals	N	Y
Metech Recycling 2250 W. Bridger Road Salt Lake City, UT 84104	801-886-3022 metechrecycling.com	1968	Electronics	N	Y
Metro Recyclers 3150 W. 900 S. Salt Lake City, UT 84104	801-996-4678 metrogroup.com	1976	Aluminum cans & scrap, scrap iron and steel, nickel & cobalt alloys, corrugated cardboard, insulated wire, copper, brass, lead, radiators, stainless steel	Y	Y
Redwood Recycling 6235 S. Redwood Road Murray, UT 84123	801-937-4842 redwoodrecycling.com	1984	Scrap aluminum, copper, brass, radiators, scrap steel	Y	Y
Republic Services 675 S. Gladiola St. Salt Lake City, UT 84104	801-683-0396 republicservices.com	1998	N/A	Y	Y
Rocky Mountain Recycling 2950 W. 900 S. Salt Lake City, UT 84104	801-975-1820 rockymountainrecycling. com	1999	Paper, aluminum cans, trays & foil, aseptic packaging & gable top containers, steel cans and tin, and most plastics	N	Y
Standard Iron & Metal Inc. 1178 S. 500 W. Salt Lake City, UT 84101	801-972-4012	1947	Scrap metal, copper, aluminum, steel, all types of metal	Y	Y
Utah Metal Works Inc. 805 W. Everett Salt Lake City, UT 84116	801-833-0815 umw.com	1955	Aluminum, brass, copper, stainless, radiators, exotic alloys, lead, insulated wire	Y	Y
Wasatch Metal Recycling 205 W. 3300 S. Salt Lake City, UT 84115	801-683-0455 wasatchmetal.com	1948	Aluminum, aluminum cans, stainless steel, insulated wire, radiators, scrap iron, brass, copper	Y	Y
Waste Management 8652 S. 4000 W. West Jordan, UT 84088	877-340-0799 wm.com	N/A	Metals, paper, cardboard, glass, plastics, batteries, bulbs, electronics	Y	Y
Western Metals Recycling 4221 W. 700 S. Salt Lake City, UT 84104	801-935-8605 aiprx.wmrecycling.com	1996	Scrap metal	Y	Y

Green team: Why you want one and tips for keeping it going

There is a lot of talk out there about the environment and business. “Going green,” “triple bottom line,” “green business,” “climate neutral,” “environmentally friendly,” “zero impact” and “green consciousness” are only some of the words being tossed around by companies trying to figure out what sustainability means to them and how it may impact day-to-day work. As a result, many organizations are forming “green teams” to focus on sustainability related questions and identify what needs to be done.



KARREN NICHOLS

You may be thinking, “Why form a green team?” You could just tell your purchasing department to order recycled paper, only order office supplies labeled environmentally friendly or maybe set up some recycling bins. While these are good things, there is a bit more to going green and taking a triple bottom line approach — people, planet, profit — and green teams can help your business get there.

A green team is a core group of people from across your organization that is composed of staff, community members or other parties determined by you, which have a common goal of helping your business reach its sustainability goals. Each team member brings a unique perspective to the table from both the department they represent and their personal experiences. Teams comprised of both volunteer members and employees who have been assigned this responsibility tend to bring the necessary combination of passion and accountability to the table that is required to sustain an active green team.

Green teams may be able to offer a creative solution to a problem. An example of this may be when you are looking for ways to cut costs on building maintenance. Asking your green team to evaluate an existing plan and make recommendations could result in suggestions such as replacement of existing lighting with CFLs, removal of unneeded fixtures or equipment, or installation of hand dryers to replace paper towels. This would not only reduce staff hours because of the longer life of a CFL bulb and less time spent emptying trash bins, but also result in energy savings, cost savings and waste reduction. Another example is tasking your green team with identifying incentive and grant programs to fund green building improvements. These can lead to increased equity and improved work environments, making your business attractive to today’s top-notch employees who consider environmental sustainability a priority in today’s market.

So now that you have decided your organization must have a green team, here are some tips to help get you started:

The first steps to ensure a strong start and create a solid foundation for any green team are gaining and maintaining leadership support.

- Request management to provide your green team with an official charge. This demonstrates support from leadership.

- Make your green team a visible part of organizational structure and authorize time to do the work. Formalizing a green team validates the work of the team and affirms commitment.

- Incorporate a sustainability statement into the mission and values of your organization. This generates visibility, both internally and externally, and reinforces expectation while encouraging active participation from all employees.

- Incorporate sustainability-related goals into the larger organizational strategic plan. This reinforces the company’s commitment to sustainability.

Once your green team has been charged, it is time to move forward.

- Meet regularly and walk away from every meeting with clear action items. This gives the team something to “work forward to.”

- Identify initiatives and priorities — set priorities and move ahead on net-saving/no-cost/low-cost recommendations while planning lengthier projects or identifying funding opportunities. Make sure to project, track and identify both cost savings and environmental impacts.

- Create a living action plan. A living action plan is something that is flexible with a clear goal. This allows teams to fluidly respond to the changing needs of the organization and re-prioritize when needed.

- Acknowledge achievements and set milestones that can be celebrated along

the way. This helps to keep the positive energy flowing especially when working on lengthy projects. And don’t forget to thank supervisors for accommodating staff involvement, recognizing this may take away from other duties or require minor adjustments to workflows when departments agree to be the first to try new processes or test products.

- Track progress and report back — create clear measures to make it easy to identify what works and what doesn’t. If something doesn’t work, don’t be afraid to set it aside and try something else. We learn what works through trial and error.

Karren Nichols is the administrative and sustainability coordinator at the J. Willard Marriott Library, University of Utah.

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Priyanka Bakaya of Salt Lake's PK Clean hopes her company can be successful in its development of a method of turning waste plastics into usable fuels.

PK Clean: Developing a way to send plastic back to the future

Brittny Ann Devey
P3 Utah

When thinking about strong environmental action, developing a commercial process for manipulating plastics may not seem as important as driving a hybrid car or loud protesting over the development of wild lands.

Behind the scenes, PK Clean's CEO Priyanka Bakaya is quietly going about developing a revolutionary process that, if fully adopted, could remove all plastics out of every landfill on the planet in the

long run. Though she may not refer to herself as an environmentalist, Bakaya has made incredible strides on the pathway of environmentalism.

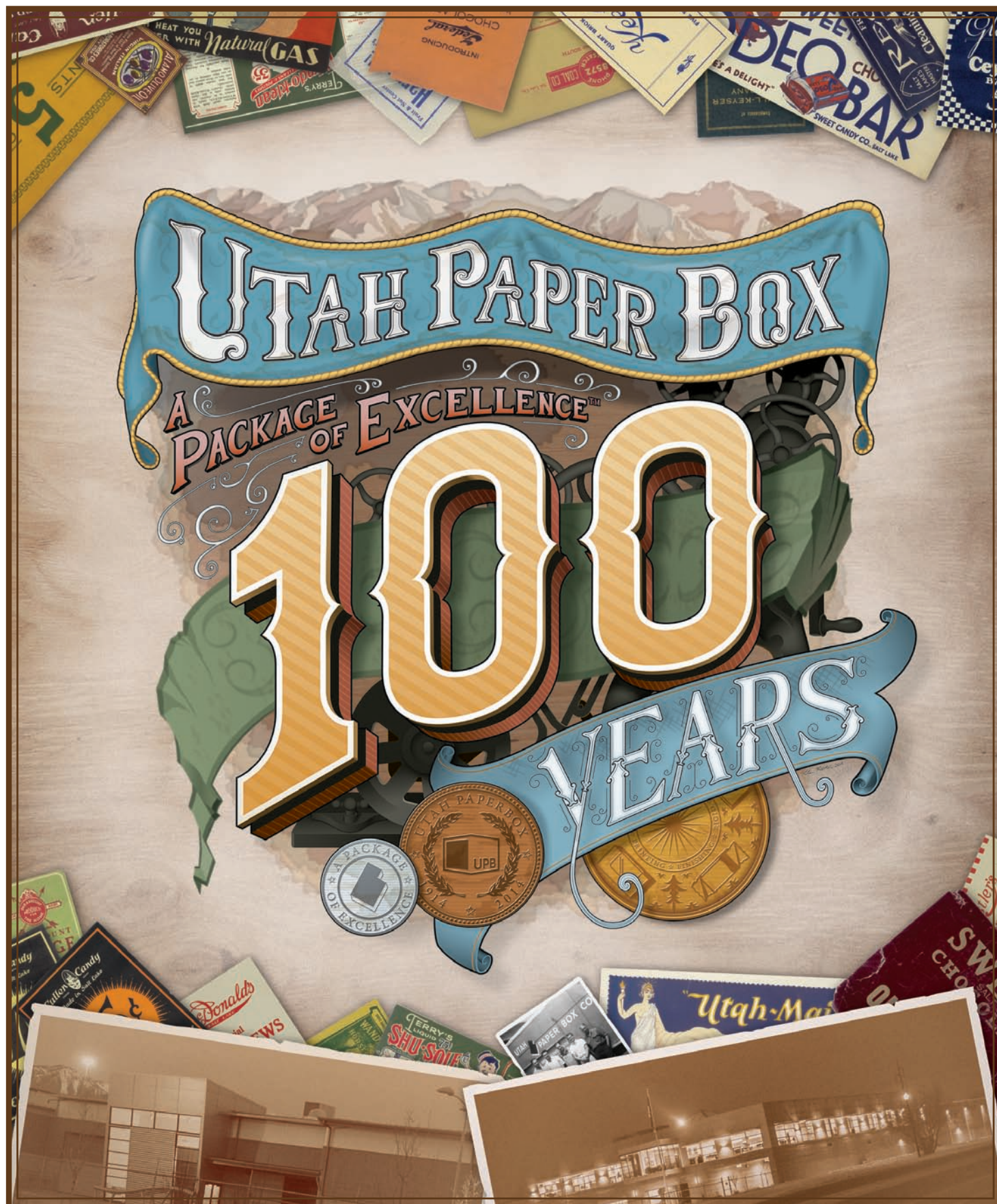
Waste is by far one of the largest issues across the globe. In a world run by consumerism, one can never have enough stuff in the package of convenience. The problem with this package of convenience is that it comes in the form of plastic — seven different types. Though No.1 and No. 2 plastics, like soda bottles, are easier to recycle, it takes more energy and effort for No. 3 through No. 7, which includes such diverse products as plastic bags and hard plastics like computer keyboards. Lucky for us, the size of the challenge has not deterred Bakaya. She is working hard to develop the process that turns mountains of plastics into fuel.

Bakaya was inspired from a young age to change the world in the way of waste and to turn the process into a closed loop system. A close family friend that Bakaya considered as a grandfather, Percy Kean, had entertained the idea over and over that waste didn't need to be wasted. He had come up with several ideas for clean energy but never had the chance to test his ideas on a large scale. She felt inclined to share this knowledge with the world and to perfect it in a way that could be used to power the larger things in life.

PK Clean's process can turn roughly 10 tons of plastic into 60 barrels of oil when running at full capacity. The technique produces so much energy that it can power and heat the reactor in which the process takes place. Each barrel takes about \$25-30 to make and PK Clean can sell them to refineries at \$100 a barrel. The plastic is converted into 70-80 percent diesel and 10-20 percent natural gas and each barrel is almost 100 percent sulfate-free.

It is estimated that plastic use grows 8 percent annually in the United States. It truly is about time that we have found a way to use this ever growing waste collection, especially with only 7-8 percent of plastic being recycled in U.S. households. Hopefully, this will cause more plastics to be recycled and put it to use as fuel to reduce the rate of extraction of additional fossil fuels.

This revolutionary idea couldn't have come to life without a revolutionary attitude. Bakaya was empowered in her childhood to do whatever she could and wanted. This has caused her to grow into a woman of power and self-awareness. She knows like anyone that it is hard to be perfectly sustainable but she puts effort in where she can. Being vegetarian, consciously shopping and traveling in the

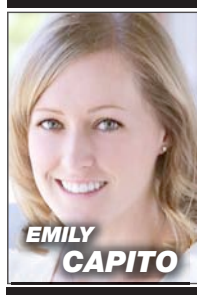


see PK CLEAN next page

Creating your company's social impact may be easier than you think

Customers are increasingly integrating corporate citizenship into their spending decisions; business for good can make or break the loyalty of certain demographics. After all, who better to make a difference for Utah than the approximately 250,000 businesses that call our state home?

For a lot of businesses, investing in a cause that connects with your goals and your workforce can seem out of reach. You're already working hard to serve your customer, maintain a competitive edge and deliver returns to your owners or investors. However, corporate citizenship presents a lucrative and often neglected opportunity through elevated public image, brand recognition, positive publicity and employee engagement.



EMILY
CAPITO

toward a mutually-beneficial partnership. Are there opportunities to combine your resources with the nonprofit's expert platform to create an impact? If you want to engage employees as volunteers, do your resources match the nonprofits' needs? Does the nonprofit have the human capacity to coordinate and sustain a partnership?

Fourth, engage in a test run. Work with your target nonprofit to create a one-time opportunity to engage your team with the cause. Execution can certainly improve over time as your organizations become more familiar, but the opportunity should match your best resources with the non-profit's biggest challenges and leave your team feeling great about

the value they added.

Finally, formalize your partnership and make it public. Highlight the partnership on your website and through newsletters to increase awareness. Don't hesitate to work together to generate media coverage; the public wants to know what's important to your company and your association with the nonprofit will only drive additional resources to their cause.

"Partnering" with a nonprofit may sound like an enormous commitment, but when you mobilize your workforce, you leverage talent and numbers to create a much larger impact than just a check. Just a few of the critical gaps that your team might fill with a limited time commitment:

- Connect your executives as mentors

for their up-and-coming leaders.

- Engage your marketing team in creating an annual billboard design for their holiday drive.
- Enlist your sales team as volunteers for an evening donation call-a-thon.
- Invite their relevant team members to your training events.
- Make a challenge grant to leverage Utah's annual day of giving (loveUTgiveUT.org).

You can find additional resources and examples to ensure your efforts are successful through the Utah Nonprofits Association's Community Impact Challenge site (utahnonprofits.org), including developing a successful matching gift program, engaging in cause market-

see CAPITO pg. 21

The good news: You don't need to start a division for going green or ending homelessness. The experts are ready and waiting for you.

First, identify a cause that your organization can get energized about. This is often driven by the characteristics of your business, your workforce and your geographic location. An outdoor apparel retailer goes hand-in-hand with canyon and trail preservation. Get creative and involve your stakeholders. If there's no clear winner, consider voting for an annual cause, driving awareness of multiple community needs and engaging employees in a variety of impact organizations.

Second, discover the valuable work that is already occurring in your target location. This is as easy as contacting the Community Foundation of Utah (utahef.org), a nonprofit that makes it its business to be experts on the full range of Utah's needs and the dedicated nonprofit organizations that are making a difference.

Third, narrow down your target nonprofit partner(s) by comparing their needs with your resources. This is a critical step

PK CLEAN

from previous page

most efficient form she can, she implements her good nature into everything she does.

Bakaya strives to do good work and encourages others to do the same. Along with her smarts, she has heart. She was quite nervous and unsure about how to get started in plastics recycling even though she felt she should. She said, "You always know more than you think you know" — and even after taking that initial step to start her business. She wishes she would have done it sooner. While she could have started a few years earlier, the solutions that Bakaya and her colleagues are creating can still help to save the world.

Brittney Ann Devey is a graduate of the University of Utah where she majored in environmental studies. She is an intern at P3 Utah.



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Pictured from left: Dave Spalding, customer and community manager, Rocky Mountain Power; Stephen Keyser, president, Utah Paperbox and Paul Keyser, board chair, Utah Paperbox

LUND

from page 11

May poll of 48 economists, the consensus was for 3.3 percent growth in Q2.

More inflation pressure, tightening by the Federal Reserve — how can that be good? In the short term, it will likely hamper the stock market and the housing market. In fact, the Mortgage Bankers Association has been tracking a reduction in demand for home loans and that — and any wavering in consumer spend-

ing — may lead the Fed to ease a little longer or less gradually than planned (news Wall Street might welcome).

Normal is good. Over the past several years, we have witnessed some extreme and aberrational times with regard to market behavior and monetary policy. A little equilibrium may not be so bad.

Mark Lund provides 401(k) consulting for small businesses and investment advisory services for professional athletes and select individuals through Stonecreek Wealth Advisors in Salt Lake City.

CAPITO

from page 19

ing and loaning executives.

Nonprofits are eager for your support, with four out of five operating on less than \$100,000 per year. You might be surprised just how simple and fulfilling your partnership can be for you and your team.

Tifie Ranch out of Morgan (tifieranch.com) grows local food with a focus on education and sustainability. It fits well then that they've partnered with the Utah Food Bank to provide fresh produce donations — a luxury that many Utah families in financial distress would normally go without.

XMission (xmission.com) began its commitment to donating web hosting services to local nonprofits in 1993 when the company was founded by Pete Ashdown. Twenty years later, XMission donates hosting services for more than 200 Utah nonprofits and Ashdown stands behind that commitment, noting benefits of exposure, employee engagement and a positive corporate reputation for giving back.

Just recently, the Provo chapter of Corporate Alliance (knoweveryone.com), a for-profit high-end networking group for businesses, partnered with its local nonprofit chamber of commerce. The partnership benefits chamber members by providing a three-month trial membership with Corporate Alliance, gaining them access to the Alliance's high value boot camp program. Simultaneously,

CHALLENGE

from page 13

The "Clear the Air Challenge" is issued by Gov. Gary Herbert, Salt Lake City Mayor Ralph Becker, Salt Lake County Mayor Ben McAdams and other community leaders. It is sponsored by the Salt Lake Chamber, TravelWise, UCAIR, Fidelity Investments, Penna Power Brian Hayes, RioTinto, Overstock.com, UTA, Zions Bank and Enterprise CarShare.

Corporate Alliance benefits from exposure to its target market — a winning combination that adds value to both organizations.

Prosperity 2020 (prosperity2020.com) takes on the challenge of building the workforce of the future for Utah businesses and represents a massive partnership of Utah businesses, community officials and nonprofit chambers. The initiative creates a compelling voice for Utah education improvement that legislators can't ignore, with Utah business leaders taking ownership in ensuring that 66 percent of Utah adults achieve post-secondary certificates or degrees by 2020 by deploying 20,200 volunteers into Utah schools.

There are more than 3,500 nonprofit organizations in Utah with causes ranging from improving healthcare, education, civic engagement, access to the arts, disaster response and environmental protection to ending homelessness, domestic violence, child abuse and animal abuse. There's a cause and an organization that's a fit for your business.

If you take the time to find the intersection between need and resources, your combined expertise will create a profound impact and foster a long-term partnership, with increasing rewards for your community and your business.

Emily Capito supports mission-driven organizations in multiplying their impact through empowered leadership, efficient operations, diversified funding and innovative capacity development. Her website is www.emilycapito.com.

Among companies participating in 2013 was the top trip-saver, O.C. Tanner, with 26,258 trips. The first-place company was Overstock.com, with 1,300 participating employees saving 25,000 trips and eliminating 220,000 miles. Second place went to Fidelity Investments, with more than 500 participating employees saving 8,500 trips and eliminating 227,000 miles. The third-place company was ADP, with almost 20,000 trips saved and 187,000 miles eliminated.

FIRST WIND

from page 15

West, Hawaii and the Northeast.

Harris told the legislative committee that wind and solar projects are becoming more viable than in years past, helped in part by the price of solar panels dropping "considerably" the past few years. And the industry is nearing the point where a project will be viable without federal production tax credits — the wind energy credit has expired and the solar energy credit does the same in 2016.

A Utah production tax credit in place for wind and geothermal projects was expanded during this year's legislative general session to cover solar projects. "That really did help these [Utah] projects

become viable as well," Harris said.

Solar energy "is going to be a big part of Utah's future," he said. "Our solar resource in southern Utah, it's not as good as Arizona or the Mojave Desert but it's pretty close. It's really good."

"First Wind has been a great partner to the state of Utah for many years now and a great partner to Millard and Beaver counties, where its Milford Wind facility provides significant economic value," Cody Stewart, energy advisor to Gov. Gary Herbert, said when the PPAs between First Wind and RMP were announced. "Today it adds Iron County to the list. Perhaps more importantly, because this project's electricity will serve Utah directly, the project will add value for all Utahns

for decades to come. We're glad to see that large scale solar has finally come to Utah."

Beaver County is "excited to be part of Utah's clean energy revolution, which will transform this rural part of southern Utah into a hub of renewable energy production," said Beaver County Commissioner Mark Whitney.

"In addition to the clean energy, these solar projects will be a boon for our local economy through hundreds of construction jobs and new property and tax revenue that will help support our community, schools and other municipal needs. We have been fortunate to partner with First Wind for nearly a decade now as part of its wind development efforts and we are very pleased to expand our collaboration into solar energy."

PUGSLEY

from page 8

must be properly licensed under most circumstances. If you have any questions, contact the Utah Division of Securities at (801) 530-6600.

3. Don't invest with friends and neighbors. It may seem like doing business with someone you

know and trust would be safer, but that is simply not true. *All investing involves risk*, and just because you trust the individual soliciting the investment does not mean that the investment itself is good. Trust but verify, and if things go badly do not hesitate to aggressively protect your interests.

2. Keep church out of it. If someone pitching you an investment casually mentions that they used to be the bishop or in some other church position, watch out! Church activity is *not relevant* to investment decisions and if anyone mentions their church posi-

tion as part of an investment pitch, warning bells should be going off.

1. If it sounds too good to be true, it probably is. If you are thinking about putting money into an alternative, unregistered or unregulated investment that promises abnormally high returns, watch out.

Mark Pugsley is a Salt Lake City-based attorney who specializes in securities disputes and fraud litigation and is a partner at the law firm of Ray Quinney & Nebeker and chair of the firm's Securities Litigation Group.

TRIBUNE

from page 1

on relative circulation. Although amended a number of times since its origin, the *Tribune-Deseret News* partnership maintained the profit split based on circulation.

The new agreement gives the *Deseret News* a beefed-up 70 percent of the profits of the operation and according to the employee group puts the *Tribune* "in imminent danger of ceasing publication." The Utah Newspaper Project sent a letter last year asking the U.S. Department of Justice to review the agreement.

The attorney general's investigation is being conducted by the newly formed Markets and Financial Fraud Division. Division director David Sonnenreich said, "We recognize that the Newspaper Preservation Act of 1970 authorizes the United States attorney general to review and approve joint operating agreements between newspapers, but the state still has an independent interest in investigating and enforcing our antitrust laws outside of the scope of that federal review."

In a press release, the attorney general's office stressed that its investigation does not necessarily mean anything is wrong. "It can be a mechanism to bring to light bad conduct or validate proper conduct," the release said.



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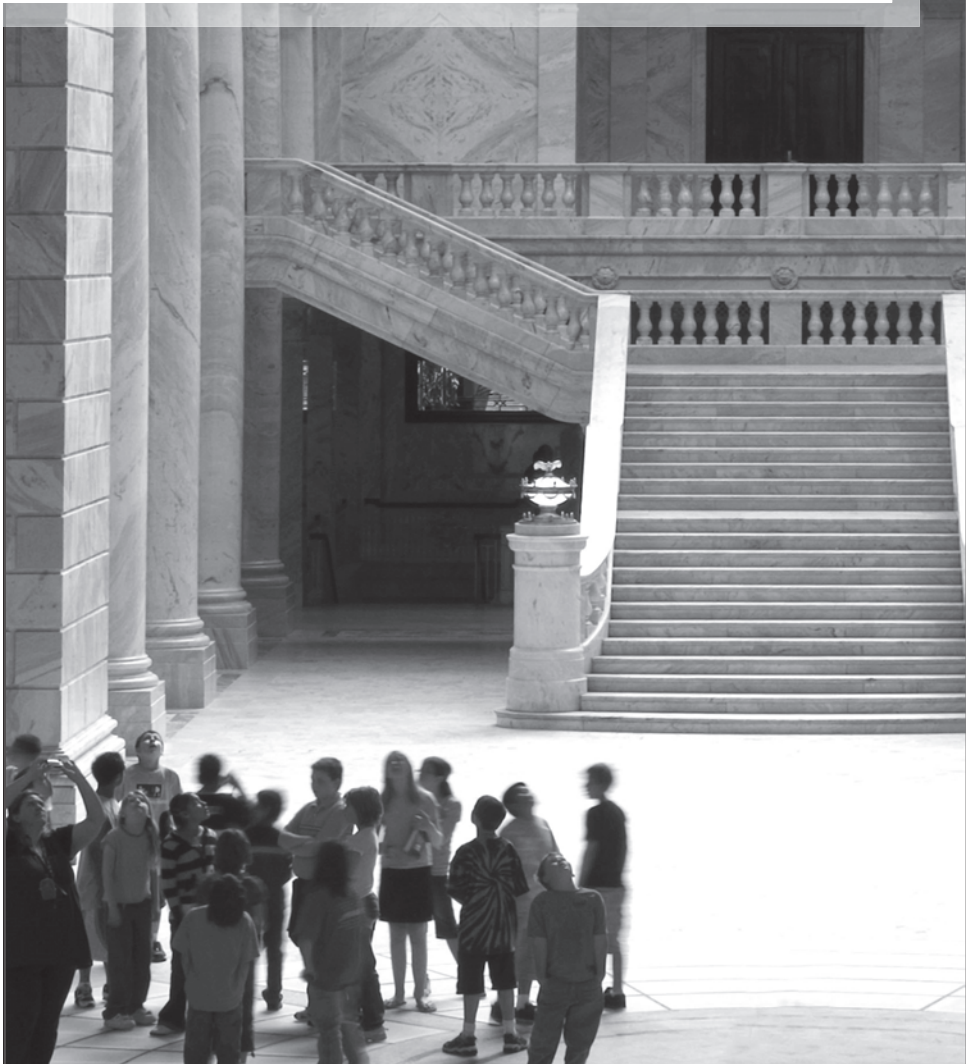
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Contact Sam Sanders - Salt Lake City



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