

OF NOTE



Fútbol is very good for Brazil

Brazil's economy, suffering from a five-year low in consumer confidence, soaring inflation and high interest rates, saw an unexpected hike in retail sales — the first in nearly a year — in the weeks leading up to the World Cup soccer tournament.

Industry News Briefs page 6

Business Calendar page 8

Real Estate Section pages 16-19



The University of Utah's Eccles School of Business will break ground this fall for the \$45 million Lassonde Studios, a 30,000-square-foot, 400-bed entrepreneurial center.

Dean says new UofU center will help students launch businesses

Brice Wallace
The Enterprise

The University of Utah's business school is trying to keep up with student population growth but its dean says a planned residence/incubator facility will give students more opportunity to launch businesses.

Speaking to the Governor's Office of Economic Development (GOED) board at its July meeting, Taylor Randall, dean of

the Eccles School of Business, said ground-breaking for the \$45 million entrepreneurial facility will occur this fall. The facility will feature a 400-bed dorm and 30,000 square feet of incubator space.

The concept involves 150 freshmen gathering to learn the basics of business but also interacting with other entrepreneurial students.

"The whole point of this is actually to give students a very, very entrepreneurial education," Randall said. "We don't

see LASSONDE pg. 15

Utah outdoor rec on pace for a record year

John Rogers
The Enterprise

By all indications, Utah's in for a banner year for outdoor recreation. Southern Utah's parks and recreation areas are showing record attendance levels through the first six months of the year and are an indicator of statewide activity.

Through June, the National Park Service reported 1,474,014 visitors to Zion National Park, up 11.4 percent from last year and ahead of the record pace set in 2012, when there had been 1,373,786 halfway through the year and the annual total nearly reached 3 million.

Total visitation was down slightly in 2013 at 2.83 million, but a two-week government shutdown during the busy October season likely skewed the numbers. Over the past decade, the trend has been a steady increase. In 2003, visitation was 2.48 million.

"Everybody was set on a record year again last year, and then the shutdown came and put a wrench into things," said Dean Cook, general manager of the Best Western Zion Park Inn and president of the Zion Canyon Visitors Bureau.

This year, the traffic seems heavier, the shop owners sound happy and the hotels are

see PARKS pg. 15

Report: Commercial real estate continues strong

Commercial real estate along the Wasatch Front continues its recent strong showing, according to Newmark Grubb ACRES' annual midyear market report. Highlights of the report include near-record vacancy rates in the industrial sector and a torrid pace in both commercial investment and land sales. The demand for retail space is stabilizing and the office market continues on a steady growth pattern, the report concluded.

Newmark Grubb ACRES evaluated data on vacancy, absorption, lease rates and other market indicators. The following

is a summary of the findings outlined in the report with conclusions drawn by the authors.

Industrial

Overall the market is quite active, though a bit constrained by a persistent lack of supply. Utah's vacancy has been low for over a decade; however, now direct vacancy (empty buildings without any rent) has reached near historic low levels, sitting at 4.83 percent. The overall market is officially supply-constrained and out of balance. Net absorption declined 44 percent as compared to first half of 2013. That tight

market is responsible for slower growth.

Real estate is cyclical. Vacancy will eventually begin to rise and we will see a jump in absorption. The owner-user product type will loosen up as companies acquire new space in the state-of-the-art speculatively built product that is coming to market.

Office

With the first half of 2014 behind us, the commercial real estate market for Salt Lake continued to show signs of pick-

see NEWMARK pg. 7



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Ogden expecting a record 750,000 visitors

Ogden City, Weber County and Visit Ogden are preparing for an onslaught of visitors the next few weeks. The area is expecting 750,000 people to descend on it between August 1 and September 8. The combined attendance of The Church of Jesus Christ of Latter-day Saints Ogden Temple open house, the Larry H. Miller Tour of Utah and USA Cycling Masters Road National Championships is expected to draw a record number of visitors to the greater Ogden area.

An estimated 20,000 visitors per day for six weeks will descend upon downtown Ogden. The events have the potential to generate a combined \$66.7 million in economic impact. Restaurants, attractions, venues, retailers, lodging partners and, in turn, residents will benefit from the economic boost.

"Tourism plays a vital role in our economy," said Ogden Mayor Mike Caldwell. "Not only will it provide significant boost in our local economy, it is a once-in-a-lifetime opportunity to welcome visitors from around the globe."

The happenings provide a unique opportunity to showcase the renaissance of the area. A One Ogden app and website have been created. They will provide visitors with an information guide and highlight popular attractions including art installations, walking tours, restaurants, parking and directions to some of the area's greatest natural assets and picturesque landscapes.

"The reputation and appeal of Ogden continues to grow," said Sara Toliver, president of the Ogden/Weber Convention and Visitors Bureau. "The momentum

we have created as a nationally recognized destination for visitors, world-class events and outdoor recreation is strong. We recognize the significance and confidence hosting these events conveys."

"We encourage residents to get involved and take advantage of all of the events and happenings occurring in Weber County during this exciting time," said Weber County Commissioner Kerry W. Gibson.

City Council Chair Richard A. Hyer said, "The City Council welcomes the incredible magnitude of visitors that will soon be visiting Ogden. We are thrilled that so many people will be coming to enjoy our beautiful city. This historic event is an opportunity for residents to become involved and take pride in our community, and we encourage them to do so."

Spring Mobile adds another 19 stores

Spring Mobile, the Utah-based retailer of AT&T wireless phones and a wholly owned subsidiary of GameStop Corp., has announced the purchase of 19 high-volume retail store locations from Cellular Center and In Touch Communications. The stores mark Spring Mobile's first entrance into Tennessee and Kentucky, and expand the company's presence in Indiana and Illinois.

"We are on a mission to make high-quality, affordable AT&T wireless services available to more people in more locations, nation-

wide," said Jason Ellis, president of Spring Mobile. "Our strategy to expand rapidly into underserved markets is filling an important need. We are providing customers with choice, value and convenience across a range of superior AT&T wireless voice and data services – from revolutionary smartphones to next-generation TV and broadband services."

As the third-largest authorized retailer of AT&T wireless phones and services, Spring Mobile now operates 239 stores in 23 states, including the new lo-

cations. The acquisitions give the company 17 new stores in Tennessee, Kentucky and Indiana. They also increase the company's store-count in Illinois to 13 by adding two more locations.

Since 2013 – and more recently with the backing of GameStop – Spring Mobile has pursued aggressive expansion efforts, adding almost 130 new locations during the past 10 months alone. According to Ellis, Spring Mobile will continue seeking new opportunities to increase its nationwide footprint.

Boostability again tops UVEF awards

For the second year in a row, Boostability was recognized as the top winner in the Utah Valley Entrepreneurial Forum's Top 25 Under 5 awards, spotlighting outstanding entrepreneurs and start-up companies. The award and recognition caps an aggressive year of growth and success for the company.

"With more than 470 employees now, we've exceeded our growth expectations over the past year," said Travis Thorpe, Boostability CEO. "We've expanded into our third office location and plan to continue our aggressive hiring of talent here in Utah Valley. We are excited to once again be recognized as the No. 1 company in the UVEF Top 25 Under Five."

Since the beginning of 2014, Boostability has hired more than 227 new employees and anticipates hiring an additional 100 employees by the end of the year. As one of the biggest employers in Utah Valley, the company prides itself in building a sustainable company and creating jobs within the local community. The company is recognized as one of the most trusted SEO partners in the world among its clients and customers, according to Thorpe.

"As a repeat recipient of our

Top 25 Under 5 award, Boostability continues to show outstanding leadership and remarkable contribution to our local Utah economy," said Cary Snowden, UVEF event chairman. "Executing a successful business plan with astounding growth, we honor Boostability as one of our highest-achieving entrepreneurial success stories for 2014."

UVEF's Top 25 Under Five Awards recognize the development of Utah individuals and companies such as Boostability that are five years old or younger. This year's recipients collectively garnered \$40 million in 2013 revenue while creating more than 950 jobs. Award ceremonies were held at Zion's Bank in Provo.

This year's other award recipients are Lucid Software, BambooHR, PcCareSupport, Fiber-Fix, iQue Repair, Zylun, WISE Flooring & Design, Sunlight Solar Systems, Fit Marketing, Lancera, Launch Leads, CruxCase, HIPAA One, Red Star Transportation, SpinGo, Moki, POP ART SNACKS, foreUP Golf, Quick Request, Discovery Space Center, Black Dirt Organics, SquareHook, 3Dplus.Me and Disruptive Advertising.

Nonprofit nominees sought

Regional CPA and business advisory firm Eide Bailly LLP announced it is now accepting submissions for its 2014 Non-Profit Resourcefulness Awards, which recognize outstanding nonprofit revenue generation efforts in Utah, Arizona, Colorado and Minnesota. The firm will give the following in each of the four states: a \$10,000 grand prize, a \$3,000 runner-up prize and a \$2,000 honorable mention prize.

The Eide Bailly Resourcefulness award rewards invention, creativity and sustainability, while also collecting data about both the traditional and novel revenue gen-

eration practices that non-profits are using successfully. Submissions are now being accepted and are due by August 29. Winners will be announced Oct. 8.

"When you're surrounded by nonprofit organizations every day, you witness the extraordinary amount of energy devoted to thinking about and securing funding," said Beth Bird, director of Eide Bailly's nonprofit practice. "These awards not only help us recognize those who are creatively overcoming barriers, but also foster the furthering of ideas and discussions to help inspire the industry."

Headwaters buys LA Ash

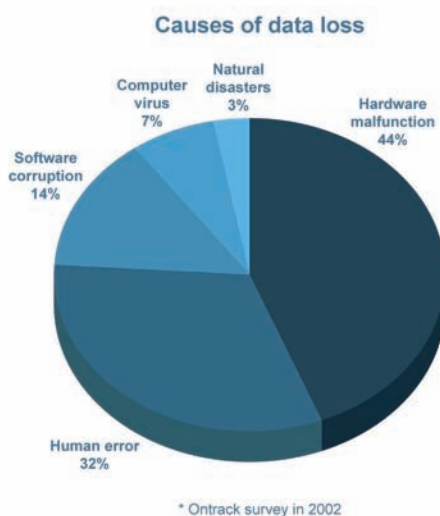
South Jordan-based building products company Headwaters Inc. has acquired the assets of LA Ash Products and Services LLC. LA Ash specializes in adding value to ash products from circulating fluidized-bed (CFB) boilers and marketing the ash in areas geographically adjacent to Headwaters' existing CFB ash sources.

CFB boilers typically use coal, petroleum coke or biomass as fuel to produce power and steam for utility and industrial applications. While CFB ash is not typically used as a cement replacement in ready mix concrete, it has many other beneficial uses,

such as soil and waste stabilization, aggregate applications, and road base.

"The acquisition of the assets of this CFB ash marketer will immediately strengthen our position to meet customers' needs along the Gulf Coast," said Bill Gehrman, president of Headwaters. "Headwaters has excess supply of CFB ash and LA Ash's current customer base is demanding more product than it can supply. We should be able to increase our sales of CFB ash to LA Ash's customer base, and further benefit from its sales staff to promote further use of CFB ash."

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Incentives to support a variety of film projects

It sounds like a joke, but what do Robert Duvall, Bigfoot, Nazis, "The Wonder Years," an attorney doing stand-up comedy and a military dog have in common?

They all have connections to film and TV productions approved for incentives to shoot in Utah. During its July meeting, the Governor's Office of Economic Development (GOED) board approved the incentives for eight productions and adjusted an incentive approved last year.

The board approved a tax credit incentive of between \$320,700 and \$400,875 for Wild Horses Productions Entertainment LLC for "Wild Horses," a drama feature film starring and directed by Duvall and also starring Josh Hartnett and James Franco.

The company is expecting to spend \$1.6 million in Utah, including during principal photography scheduled for Aug. 4-Sept. 5.

Mark Mathis, one of the producers, said shooting will take place at sites 30 to 50 miles from Salt Lake City, with the locations serving as the story's setting of west Texas.

Camera 40 Productions LLC was approved for a tax credit incentive of up to \$98,406 for "Bigfoot Versus Nazis," a fantasy adventure film. The company expects to spend \$492,030 in Utah, including during principal photography scheduled for Nov. 3-25.

The plot features a U.S. fighter pilot who, with some help from Albert Einstein, fights fight ninjas, Nazi zeppelins and Frankenstein to end Hitler's nuclear weapons development program.

The board approved for Vineyard Productions a tax credit of between \$1.36 million and \$1.7 million for the third season of "Granite Flats," a TV drama series running on BYUtv. The company expects to spend \$6.8 million in Utah. Principal photography is set for Sept. 22-Dec. 15.

Fred Savage, who starred in "The Wonder Years," will direct a comedy feature film titled "Mantivities," a production approved for an incentive of \$360,000 to \$450,000.

Knights of the Sandwich LLC will spend \$1.8 million in Utah while making the film, with filming taking place Aug. 18-Sept. 19.

The story features a former child star enjoying a leisurely life until he is forced to take a job guarding Abraham Lincoln's top hat.

The GOED board approved an incentive of up to \$60,000 for Calthead Inc. for the TV series pilot episode of "The I.P. Section." The company is expecting to spend \$300,000 in Utah, with filming



Camera 40 Productions has received incentives from the Governor's Office of Economic Development to help bring part of the production of the company's "Bigfoot Versus Nazis" to Utah.

taking place Aug. 5-14.

The pilot plot involves a successful attorney who reluctantly pursues his dream of being a stand-up comedian, while maintaining his law career, despite having to keep the comedy work a secret from top boss and clients, dealing with an unsupportive wife and having a total lack of experience in comedy.

Minds i Cinema was approved for two incentives. One, up to \$166,200, is for the thriller/suspense feature film "The Other." Principal filming is set for Nov. 10-Dec. 12 as part of the production's expected Utah expenditures of \$831,000.

The film tells the story of

two young lovers experiencing bizarre, dangerous events as the man slowly remembers a time in his childhood when he suffered from what appeared to be a severe and violent psychosis.

The company was approved for an incentive of up to \$171,000 for "True," a drama feature film expected to spend \$855,000 in Utah. Primary filming is set for Jan. 12-Feb. 13.

The plot includes a military dog named True and the son of the dog's deceased Navy SEAL captain.

The board approved an incentive between \$316,545 and \$395,680 for Waffle Street LLC for the production "Waffle Street,"

a drama/comedy feature film expecting to spend nearly \$1.6 million in Utah, including during filming Aug. 4-30.

The story is of a hedge fund vice president who loses his job, only to end up working as a waiter at a waffle shop.

The board also adjusted an incentive. In May 2013, The Mentor Films Utah Productions Inc. was approved for a tax credit of between \$270,000 and \$337,500 for "The Mentor." After production finished earlier this year, it was determined that the company did not meet the \$1 million "Utah spending" requirement, so the GOED board adjusted the incentive to \$141,743.

Belter sold to All Packaging

All Packaging Co., a folding carton manufacturer based in Aurora, Colorado, has acquired the majority of Belter Cutting Technologies' operating equipment and facility lease in Salt Lake City and has commenced manufacturing operations at that location.

APC's entry into the Utah market provides former Belter customers with continuity in service. Key Belter personnel will remain with the new owner to help manage and grow the Utah operations. As a completely integrated manufacturer, APC manages the entire production process in-house, including design and development, digital prepress workflow and proofing, roll sheeting, seven color high speed presses with numerous coatings capabilities, die making, die cutting, foil stamping and embossing and cello windowing.

All Packaging Company's new Salt Lake City location will enable faster service to clients located west of the Rocky Mountains, which is expected to generate greater efficiencies and cost savings, according to company officials.

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Preparedness advice from the SBA: Hope for the best and prepare for the worst

One of this region's most expensive disasters unfolded the night of Sept. 9, 2013 when over 10 inches of rain fell in a 24-hour period, devastating Boulder, Colorado and several other communities with flash floods, inflicting damage on nearly 20,000 homes and hundreds of small businesses. Unfortunately, our region is prone to a variety of natural disasters such as flooding in North Dakota, recent tornadoes in South Dakota, and 2012 Montana wildfires that scorched more than 1.1 million acres of land.

Statistics show 25 percent of businesses that close because of disaster never reopen. Small businesses are especially at risk because few have the resources to assess their risks and develop recovery plans for the future. As part of its mission to help small businesses to start, grow, and succeed, the U.S. Small Business Administration can help when it comes to disaster preparedness and recovery. Start with these six simple tips:

Evaluate your exposure. Know your region and the types of disasters most likely to impact your business. Consider your facility's proximity to flood plains, wild fire areas, rivers and streams, dams, nuclear power plants and other hazards.

Review your insurance cov-

erage. Now is the time to consult your insurance agent to determine whether your coverage is sufficient. Make sure you understand what's covered by your policy and determine if you need flood insurance; remember, many general policies do not cover flood damage. Check into business interruption insurance, which helps you cover operating expenses if you're forced to temporarily close. Calculate the cost of business interruptions for a day, week, month or more. To the extent possible, set aside a cash reserve that will allow your company to function during the recovery phase.

Review and prepare your supply chain. Develop professional relationships with alternate vendors, in case your primary supplier isn't available. Place occasional orders with them so they'll regard you as an active customer. Create a contact list for important business contractors and vendors you plan to use in an emergency. Keep this list with other documents in an easily accessible place, and also at a protected off-site location.

Create a crisis communications plan. Try to make sure your staff, customers, vendors, contractors—everyone you do business with—know what's going on in the aftermath of a disaster. Establish an email alert system, keeping primary and secondary email ad-

resses for your employees, vendors and customers. Provide real-time updates to your customers/clients and the community so they know you're still in business and in the process of rebuilding after the disaster. Don't forget to test your plan beforehand.

Who will run your business after a disaster strikes? Let your employees know the emergency chain of command. Maintain a clear leave- and sick-day policy during disasters. Have a backup payroll service should your office be destroyed.

Create and implement a Business Continuity Plan. This plan will help keep your business operating as it responds and recovers from a disaster or emergency situation. This plan should: indicate when it will be activated; identify essential business functions and staff to carry out these functions; determine which employees will be considered non-essential vs. essential; and identify records and documents that must be safe and readily accessible to perform key functions.

Developing an effective and workable disaster preparedness plan is critical for all small business owners. For more information on disaster planning go to www.sba.gov/disaster.

Matt Varilek is the SBA regional administrator for Region VIII, overseeing all agency programs and services in Colorado, Montana, Wyoming, North Dakota, South Dakota and Utah.



MATTHEW VARILEK

MonaVie founders set retirement

MonaVie has announced the retirement of company founders Dallin Larsen, Randy Larsen and Henry Marsh. All three have served for the past year and a half on the MonaVie board of directors in preparation for the eventual transition to a new leadership team. All three founders remain shareholders of the company. The decision was reached mutually among the founders in a meeting held last week.

Brothers Dallin and Randy Larsen, along with close friend and four-time Olympian Henry Marsh, founded MonaVie in 2005 and introduced the company's flagship line of acai berry antioxidant juice beverages.

In January 2013, MonaVie

hired a new CEO and president, Mauricio Bellora, who is a past CEO and president of consulting firm DaumDeuman and former executive for Natura, Mary Kay and Allergan.

"It is now time for a new group of leaders to take this message of hope around the world. There are so many wonderful and talented employees who have given their heart to MonaVie, said cofounder Randy Larsen. "I love and appreciate them so much. And I have all the confidence in the world in their abilities to make this company a continued success. I wish Mauricio and team all the success in the world as they execute their strategy."

DRAM claims deadline nears

The Utah Attorney General's Office is urging consumers to look into their technology purchases between 1998 and 2002 to see if they are eligible for a settlement. The deadline for Utah consumers to file a claim in the \$310 million DRAM settlement is fast approaching. The settlement involves 12 Dynamic Random Access Memory (DRAM) manufacturers over claims of price fixing. Consumers and businesses can file a claim if their purchases were between 1998 and 2002. Claims must be filed by August 1, 2014.

"Our office is dedicated to protecting consumers and companies from unlawful business practices," said Attorney General Sean Reyes. "Assistant attorneys general Ronald Ockey and Jim

Palmer have worked for several years to achieve this positive result for Utah. Because this settlement impacts so many individuals and businesses in our state, I urge people to research their purchased items from the large list of manufacturers from 1998-2002 and file a claim."

DRAM is a high density, low cost per bit, memory component that stores digital information and provides high-speed retrieval of data. DRAM is sold separately or pre-installed in electronic devices such as computers (laptops, desktops, and servers), graphics cards, video game consoles, MP3 players, printers, PDAs, DVD players and Digital Video Recorders.

Claims can be filed online at www.DRAMclaims.com.

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Fresh water for Bolivia

Local crew makes humanitarian trek to remote village

Employees of Salt Lake City-based Wheeler Machinery Co. traveled to Altiplano region of Bolivia this spring on a humanitarian mission to install a water system. They visited the Andean village of Alto Peñas located roughly 13,500 feet above sea level. During the week-long expedition, a water system more than five kilometers long was constructed.

Wheeler's expedition team worked alongside villagers to dig trenches and connect, place and bury the water pipes. The water system, benefitting 80 families,

will improve health conditions and personal hygiene as well as decrease the infant mortality rate.

The Wheeler group joined CHOICE Humanitarian, which works with motivated villages to connect them to resources and tools to break the cycle of poverty. As a community, Alto Peñas came together and decided water was its top priority. A village committee was formed to oversee the execution of the water project and ensure problems would be fixed if they were to arise. Prior to the arrival of Wheeler's team, the vil-

lage laid the ground work for the project including digging portions of the trenches and securing pipes and other supplies. Without a water project, Alto Peñas had no access to clean drinking water. Villagers drank non-potable water from springs and handmade wells often contaminated by latrines.

While in Bolivia, the expedition team also had the opportunity to visit a dairy cooperative processing plant that Wheeler's dollars are helping to fund. The team also visited a local school and participated in a water project dedication at a neighboring village.

Wheeler employees raised \$280,124 via employee payroll contributions and a 2-to-1 company match. Wheeler will continue to send a group of employees on a humanitarian expedition each year throughout its partnership with CHOICE, provided the annual goal of raising \$50,000 is met.

"I applaud Wheeler Machinery for their commitment to end poverty in our backyard and abroad. Wheeler Machinery Co. employees are part of the corporate movement to create lasting impact for those living on less than \$2 a day. I'm humbled and inspired to partner with such a forward thinking company," said Leah Barker, CEO of CHOICE Humanitarian.



Employees of Wheeler Machinery relax in Alto Peñas, Bolivia during their humanitarian efforts to bring water to the remote village.



Bolivian villagers join with Salt Lake's Wheeler Machinery volunteers to lay pipe and bring fresh water to their homes for the first time.

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Industry Briefs

BANKING

• **Mountain West Bank**, a division of Glacier Bank, welcomes **Aaron B. Allen** as Mortgage Loan Originator at its Park City branch.



Aaron Allen

Mountain West Bank serves communities throughout Idaho, Eastern Washington and Northern Utah. Allen's financial background includes more

than 10 years of experience in the Utah mortgage industry. Prior to joining Mountain West Bank, he worked at Chase Bank. He has been a resident of Park City since 2007, and currently serves on the board of directors of the Wasatch/Summit Habitat for Humanity.

DIRECT SALES

• **MonaVie**, South Jordan, has promoted **Beau Coplin** to vice president of information technologies. He will work directly with key markets and leaders to ensure MonaVie's systems meet the needs of its distributors worldwide. He also directs the company's global technology strategy and provides guidance relative to emerging technologies that will improve processes,

increase efficiencies and provide high-quality solutions for MonaVie distributors and corporate users worldwide. Coplin has 20 years' experience in the IT field within several industries. Since joining the MonaVie family in 2008, he has worked in a variety of roles.



Beau Coplin

GOVERNMENT

• July's meeting of the **Governor's Office of Economic Development (GOED)** board featured a familiar person in a new role. **Christopher M. Conabee**, who served as GOED's managing director of corporate recruitment and business services the past three years, was sworn in as a member of the board during the group's July meeting. Conabee replaces



Christopher Conabee

Stefanie Bevans. Appointed by Gov. Gary Herbert, Conabee will serve a term that expires in March 2018. Conabee was succeeded

in the GOED managing director position in June by Theresa A. Foxley.

OUTDOOR PRODUCTS/ RECREATION/SPORTS

• The **Governor's Office of Economic Development (GOED)** board, at its July meeting, approved an economic opportunity grant providing up to \$40,000 in matching funds to develop current and new mountain bike trails in Daggett County. Along with county funds of \$40,000 and other private donations, the money will be used for improvements to signage, parking and trails, restroom development, National Environmental Policy Act compliance, and the marketing and promotion of trails. The aim is to encourage visitation to Flaming Gorge without impacting the quality of water-based recreation there and market the area as a mountain biking destination.

PHILANTHROPY

• **Walmart** and the **Walmart Foundation** provided more than \$17 million in cash and in-kind contributions to charitable organizations throughout Utah during the past fiscal year. Total customer and associate giving was \$1 million. Globally, the company and foundation donated more than

\$1.3 billion to nonprofit groups. Also, as part of the "Fighting Hunger Together" initiative, Walmart donated 9.2 million pounds of food to local food banks in Utah during the past fiscal year. The retailer and foundation have partnered with **Utah Food Bank** to provide emergency food assistance in southern Utah. Nonprofits receiving grants from Walmart and the Walmart Foundation in Utah include **Catholic Community Services of Utah, Community Action Services and Food Bank Inc., Friends for Sight, Salt Lake Donated Dental Services, St. Anne's Center Inc., Utah Food Bank and Volunteers of America Inc.**

Future Business Educator. Second-place honors went to **Patrick Beck** and **Calee Christensen** in the Network Design category. Beck also took second place in Cyber Security. Earning fourth place in Parliamentary Procedure were **Karleigh Austill, Alex Cragun, Stephanie Faldowski, Meagan Johnson** and **Aena Lee**. **Jennifer Lee** earned fifth place in Future Business Educator. Christensen also earned a sixth-place honor in Networking Concepts.

RURAL UTAH

• The **Governor's Office of Economic Development (GOED)** board, at its July meeting, endorsed four Rural Fast Track grants. **ES Innovations**, based in Enoch, Iron County, will receive a grant of \$50,000 to help meet the \$133,900 cost of buying a milling machine used to manufacture essential oil and aromatherapy diffusers. The expansion is expected to double the company's production capacity. The company expects to hire two to five new employees. The GOED board also endorsed a grant of \$34,113 for **Western Mine Tools**, based in Helper, Carbon County. The company will spend \$68,228 to buy machining, welding and fabrication equipment. It expects to add two full-time jobs as a result of the purchase. The board approved a grant of \$50,000 for **Paul Terry Trucking Co.**, based in Fillmore, Millard County, to buy four new tractor-trailers to accommodate increased demand. The project is estimated to cost \$600,000. The company plans to hire four new drivers as a result. Another \$50,000 grant was endorsed for **Timberline GSE**, based in Richfield, Sevier County, to buy a hydraulic brake press used to manufacture boarding ramps used at small airports. The project is expected to cost \$127,000 and result in the hiring of at least one new full-time employee.

RECOGNITIONS

• **Dunkin' Brands**, the parent company of Dunkin' Donuts and Baskin-Robbins, has named **Mitch Lowe** of Sizzling Donuts, Murray, as the 2013 Dunkin' Donuts Developer of the Year. The honor came at the eighth annual Dunkin' Brands Franchisee & Enterprise Awards Ceremony in Boston. The Developer of the Year award annually goes to an outstanding franchisee who is dedicated to growing the Dunkin' Donuts brand, image and store count. Mitch was selected because his organization has opened 13 locations, with three more set to open in the near future.

• Several **Weber State University** students earned honors at the recent Future Business Leaders of America-Phi Beta



Lynda Seneff

Lambda (FBLA-PBL) leadership conference. More than 1,800 students competed in a variety of categories at the event, held in Nashville, Tennessee, in late June. One student, **Lynda Seneff**, earned first place in the category of



JVMC to add cancer center

Jordan Valley Medical Center is expanding its hospital with the construction of a comprehensive cancer center set to open by the fall of 2015. Jordan Valley Medical Center will be the only hospital west of I-15 in the Salt Lake Valley providing both inpatient and outpatient cancer services.

Additionally, Jordan Valley has partnered with Elekta, a company that develops healthcare products and cancer treatment planning systems for radiation therapy, radiosurgery and brachytherapy, to bring Versa HD radiotherapy system to Utah. Versa HD is a radiation treatment system designed to improve cancer patient care by allowing physicians to treat a broad spectrum of tumors throughout the body, while enabling treatment of

highly complex cancers that require extreme targeted precision. With the construction of the cancer center and the addition of this new technology, Jordan Valley will be the first hospital in Utah with the Versa HD technology.

"The Versa HD system will bring some of the most advanced and up-to-date technology to Jordan Valley Medical Center and allow our doctors to offer sophisticated radiation therapy treatments to the patients in our care," said Mark Reilly, M.D., radiation oncologist from Gamma West.

Construction on the Cancer Center at Jordan Valley Medical Center is projected to begin in the fall of 2014 and finalize in the fall of 2015, with a grand opening soon to follow.

NEWMARK

from page 1

ing up speed. In 2013, the Salt Lake office market experienced 1,061,207 square feet of positive net absorption, which tops the previous four years combined. This trend continued with an additional 210,271 square feet absorbed during the first six months of this year.

The Salt Lake market is experiencing a strong 2014 and is expected to continue to improve into 2015, with an increase in lease rates, a drop in landlord incentives and further positive absorption.

Retail

The demand for good retail space is increasing quickly as retailers increase their number of locations and new tenants from out of state enter the market. The vacancy rate is still steadily decreasing towards 6 percent, while the overall average lease rate has risen almost \$1 per square foot in the last six months.

Retail centers will gain stronger stabilization as vacancy rates drop, and as sellers see that the market is continuing to close at lower cap rates they will realize that the highest return on their investment could be now.

Investment

This continuing level of high activity is due to investor confi-

dence in, and national recognition of, a dynamic Utah business climate, continuing low interest rates, increasing rental rates, declining vacancy rate and poor yields available in alternative investments.

Newmark projects a continued healthy investment market for the balance of 2014, albeit constrained by a lack of sufficient available investments. The company expects that the supply constraint will benefit more problematic investment opportunities, increasing their investor demand. The company generally projects modest rental rate increases contributing to modest increases in property valuations.

Land

Utah's strong population growth and the influx of new companies have created a steady demand for new product that covers most all property types. Investors and developers have made aggressive purchases of raw ground to take advantage of the current development cycle. The number of transactions is down slightly from last year, but the dollar volume has increased substantially. Land prices have increased and will continue to do so.

Newmark expects the activity in land and upward trend in pricing to continue as long as a growth and development cycle continues.

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Calendar

July 28-August 1

Fifth Annual Extraordinary Leadership Summit. Event will feature best practice presentations by leadership development executives from Celgene, Deloitte, DirecTV, Renault, SonyPlayStation 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://zengerfolkman.com/extraordinary-leadership-summit/>.

July 29, 11:30 a.m.-1 p.m.

Women in Business (WIB) Luncheon, an Ogden Weber Chamber of Commerce event. Cost is \$18 for WIB members, \$23 for nonmembers. Location is MTC Learning Park, 1750 Monroe Blvd., Ogden. Details are at www.ogdenweberchamber.com.

July 30

"Setting Goals to Maximize Employee Performance" and "Evaluating Performance to Maximize Results," a set of Employers Council (EC) events. "Setting Goals to Maximize Employee Performance" will be from 8-10 a.m. "Evaluating Performance to Maximize Results" is set for 10:30 a.m.-12:30 p.m. Location July 30 is Hampton Inn & Suites, 851 W. 1250 S., Orem. Events will be repeated July 31 at Comfort Suite Hotel, 2250 S. 1200 W., Ogden; Aug. 13 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan; Aug. 14 at The Employers Council, 175 W. 200 S., No. 2005, Salt Lake City; and Aug. 19 at Swaner Preserve & EcoCenter, 1258 Center Drive, Park City. Cost per individual course is \$89 for EC members, \$109 for nonmembers. Cost for both courses is \$150 for EC members, \$190 for nonmembers. Registration form can be downloaded at http://ecutah.org/2014_tt_performance.pdf.

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.

July 31, 11:30 a.m.-1 p.m.

"Developing and Optimizing a Digital Marketing Plan," a Sandy Area Chamber of Commerce

"Build Your Business" workshop. Presenter is Tony Passey, assistant professor and lecturer in the Marketing Department of the David Eccles School of Business at the University of Utah and cofounder and managing director of PoleVault Media. He will discuss the current digital landscape and how to decide the right marketing mix for a business. Location is Salt Lake Community College's Miller Campus, Miller Free Enterprise Center, Room 223, 9750 S. 300 W., Sandy. Free. Details are at sandydchamber.com.

August 6-9

Outdoor Retailer Summer Market, a gathering of retailers, manufacturers, industry advocates and media focused on the business of outdoor recreation through tradeshow, product demo events and web-based business solutions. Produced by Emerald Expositions. Location is the Salt Lake Convention Center. Details are at www.outdoorretailer.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.

August 7, 9 a.m.-2 p.m.

Tour of EnergySolutions' Clive Processing and Disposal Facility, a Sandy Area Chamber of Commerce Women in Business event. Sandy Chamber members have the opportunity to see and learn about the EnergySolutions' Clive Disposal Facility. Dress is casual. Lunch and beverage provided. Location is EnergySolutions Office, 423 W. 300 S., Suite 200, Salt Lake City. Details are at sandydchamber.com or contact Jill Wadsworth at jxwadsworth@energysolutions.com or (801) 649-2223.

Aug. 13, 11:30 a.m.-1 p.m.

Power Connections Luncheon, a Sandy Area Chamber of Commerce event. Location is Red Corner China Diner, 46 W. 7200 S., Midvale. Cost is \$15 for members, \$20 for guests. Details are at sandydchamber.com.

August 14, 5:30-8 p.m.

14th Annual Women in Business Summer Social, a Salt Lake Chamber event. Social will include food, beverages, entertainment, a silent auction and vendor tables. Proceeds will support women's programs at the Salt Lake Chamber through the chamber's 501(c)(3) nonprofit organization, the Women's Business Center (donations are tax-deductible). Location is Bill and Pat Community Hall, Spencer Fox Eccles Business Building, University of Utah, 1655 E. Campus Center Drive, seventh floor, Salt Lake City. Cost is \$55 (sponsorships are available). Details are at slchamber.com.

August 15-16

25th Annual Great Salt Lake Kidney Kamp Truck Show. Event is organized by a nonprofit organization benefiting the Kidney Foundation of Utah and Idaho and working to improve the public image of the trucking industry. Donations enable more than 200 children who have kidney failure, are on dialysis or are awaiting a transplant to have a camping experience in the Utah mountains. Location is Thanksgiving Point, Lehi. Details are at www.saltlaketruckshow.com.

August 20, 3-5 p.m.

"The Perfect Plan to Make Social Media Work for You," a Salt Lake Chamber event. Presenter is Cat Killfoil, president of the Social Media Club of Salt Lake City, head of brand strategy at Friendemic and blogger at Ski Utah. Location is the Women's Business Center at the Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake City. Cost is \$10. Details are at slchamber.com.

August 21, 10 a.m.-4 p.m.

Utah Solutions Summit, a Salt Lake Chamber event. Summit will be an opportunity for Utah business leaders and government officials to discuss the vast and uncertain regulatory burden under which businesses are required to comply. Event will feature two panel discussions in the morning: one focused on local regulations and featuring city officials, county officials and business leaders to discuss the relationship between regulation and economic development, and another focused on state regulation featuring state legislators, state agency representatives and other business leaders to discuss the same issues. Lt. Gov. Spencer Cox will speak

to the group at lunch. Afternoon activities feature industry-specific working groups. Location is Little America Hotel and Towers, 500 S. Main St., Salt Lake City. Cost is \$25, with sponsorships available. Details are at slchamber.com.

August 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.

Aug. 26, 11:30 a.m.-1 p.m.

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Peter Pillman, a partner with IBI Group, and Nick Duerksen, Sandy's economic and redevelopment director, will present the Sandy City Master Plan. Location is Hyatt House, 9685 S. Monroe St., Sandy. Cost is \$20 for members, \$25 for guests. Details are at sandydchamber.com.

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. Facilitators are 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@wcut.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 wcutah.com. Details are available by contacting Alia Giama at (801) 532-8080 or agiama@wcut.com.

Sept. 17, noon-1:30 p.m.

Seventh Annual Women Tech Awards Luncheon, hosted by the Women Tech Council (WTC). Event will honor 17 technology-focused women who are driving innovation, leading technology companies and contributing to the community. From the 17 finalists, award recipients will be announced. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$75 for WTC members, \$85 for nonmembers. Tickets can be purchased at womentechcouncil.org.

September 24

Utah Global Forum, organized by the Governor's Office of Economic Development, World Trade Center Utah and the Salt Lake Chamber. Event will feature presentations titled "Building a Global Brand," "Why Europe, Why Mexico, Why Canada, and Why China Matters to Your Company's Future," "Shared Stories of Success: Striking Gold in Europe, Mexico, Canada and China," "Financing Your Global Expansion" and "Global Operational Efficiency Through Sound Legal, Tax and Accounting Practices." Other details will be announced later. Website is utahglobalforum.com.

not Strictly Business



It's not a travel agency, but the web can be helpful for travel planning

I refuse to give an online website the designation of “travel agency.”

An agency not only finds things for you, it gives advice, makes comparisons and can be called for backup when a problem occurs. Nothing on the internet can do all those things.

Don't get me wrong. I use travel websites a lot. In fact, I usually find what I want on the internet and then call my real, live, breathing, talking travel agent to discuss what I've found. And no, he doesn't cost me a cent, unless I am asking to simply purchase an airfare. He gets his commissions from the hotels, resorts, cruise lines, car companies — the vendors — who provide the travel commodities that I am looking for.

In most cases of airfare-only purchases, I do get them on the internet. But, if it's a complicated international ticket I'm looking for, I have my travel agent do the work.

First and foremost, I want someone with know-how and clout when I have a problem. I've arrived at hotels that have told me they didn't have a record of my reservation. I even tried to check in for a return trip home just a year ago and was told there was “no one by your name with a reservation today on any airplane in our entire system.” In both cases I pulled out my cell phone, called my travel agent, handed the phone to the offending representative of the hotel and airline, who was then aided in finding my hotel booking, and last year, my plane reservation.

If you face a snafu with a cruise booking, it sure would be handy to call your travel agent who made the booking and let him deal with the friendly cruise line representative who is trying to check you in.

Another thing my travel agent does is compare what I have found with what he can find. Comparison shopping is very important when booking travel. In the case of a cruise, larger travel agencies that do a lot of bookings with a particular cruise line are often given reduced prices (even lower than going to the cruise company direct), upgrades, on board credits and other perks.

Hotels are notorious for having varied prices. I once found a hotel in Prague with four differ-

ent prices for the same room on as many websites. My travel agent found several more different prices from his sources, then advised me to book through one of the sites I had gone to on my own. The price of the room per night varied by \$125.

Then there is the matter of hotel and resort reviews. Even those based on guests who are alleged to have stayed at the place you are considering have been found to be rigged. Yes, I know you are shocked, but guest reviews are totally untrustworthy. Many are written by people who are marketing the resort or hotel. What's more, guest reviews,

even if written by real guests, are colored by the expectations and experiences those individuals have had. Actually, professional reviews are far better. If you can find someone who can give you a professional judgment about a particular place you are considering, someone who has basis for his ratings, who has gone through hundreds of onsite inspections of hotels and resorts.

But, where can you find such a person?

Well, an experienced travel agent would be a good start. She or he has been on hundreds of “familiarization tours” with lots of other agents in lots of places in the world, where all they did was on site inspections of hotels and/or resorts. And if your agent is from a larger agency with ten or more agents, he or she has lots of other people who are professionals who are familiar with additional destinations. Also, if you are dealing with someone who has you as a client, they do not want you to have a bad experience.

Finally, it's hard for some of us to imagine, but a huge segment of our population still does not feel comfortable on the internet — particularly, making purchases on the web. Many people don't even like the idea of having an electronic airline ticket — they just don't feel comfortable without that old fashioned printed ticket, in spite of the fact they may have often lost or misplaced that chunk of printed card stock.

I have good news! Your travel agent will give you a printed itinerary that will include confirmation numbers, as well as dates and times, for every phase of your trip. If it makes you feel better, you can probably get your agent to print it on card stock.



DON SHAFER

Three books that can make summer vacation productive

Each month, 800-CEO-READ reviews the best recently released business books. Jack Covert, 800-CEO-READ's founder, long-time president and coauthor of *The 100 Best Business Books of All Time*, began the series in 2000 and it is now penned by 800-CEO-READ's editorial staff and management. 800-CEO-READ is a leading direct supplier of book-related resources to corporations and organizations worldwide, and specializes in identifying trends in the changing business market. For more reviews, visit <http://blog.800ceoread.com/category/jack-covert-selects/>.

...

Roadside MBA: Back Road Lessons for Entrepreneurs, Executives and Small Business Owners by Michael Mazzeo, Paul Oyer and Scott Schaefer, Business Plus, 279 pages, \$27, hardcover, June 2014, ISBN 9781455598892.

Three microeconomics professors enter a shoe store in Maine — it sounds like the beginning of a bad joke or a very boring story. It is actually the beginning of a great new book that combines two quintessentially American things: the road trip and small businesses.

If you're worried that an economics book by three scholars is going to be too dry or complex, don't; *Roadside MBA* is rooted in the everyday economic reasoning that companies and individuals use in the real world — and they leave the math and graphs out of

it. They teach through the stories of the small businesses they visited on their travels across America. So, you'll

learn about economies of scale, and fixed and variable costs from Braces by Burris, an orthodontist in Jonesboro, Arkansas. You'll learn about things like scaling your business, identifying demand, and quality monitoring from Steel Rubber Products in Denver, North Carolina; Silk Espresso in Gresham, Oregon; and Mugshots Grill and Bar in Hattiesburg, Mississippi — and that's all within the first twenty pages.

That match of brevity and breadth is possible because the stories are quick, yet concise (usually four or five in a chapter), which also keeps the pace brisk and the reader engaged. Another

benefit of this approach is that you get to hear business owners explain their operations in their own words. These are not case studies, but stories directly from the front lines of American enterprise.

So, you'll learn about serving your target customer and product differentiation from Dave Bobbit, who started Community 1st Bank in Post Falls, Idaho after retiring from a bigger bank in a larger town nearby, describing what he does to remain community oriented and make personal connections with his customers.

“There's not any one thing,” Dave said. “It's a lot of things. Every new account that's opened gets a personal letter from me. We always have coffee and cookies in the lobby — every day. We send birthday cards to every customer. We do a bank barbecue one Friday a month. We do about two hundred burgers on Friday between eleven and one. Anybody can come. It's gotten to be a real community event.”

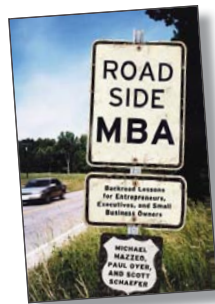
When some of his employees told him that having cookies in the lobby everyday was attracting people to hang around the lobby, he said, “Yeah, that's what I want. ... I want people to come here and hang out.” Now, as nice and warm and fuzzy as that sounds, not all of us want people hanging out in our lobbies or offices everyday. But, as nice and homey as it sounds, it's also a sound strategic decision for Dave. So how do you know if this kind of strategy (or any detailed in the book) will work for you? That is where a simple philosophy of business—that one of the authors “has so repeatedly emphasized in his classes” that they named it after him—comes in. It is:

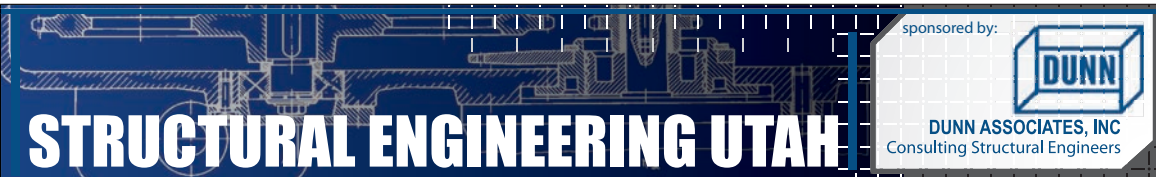
Mazzeo's Law: The answer to every strategic question is “it depends.”

Corollary 1: The trick is knowing what it depends on.


Corollary 2: If the answer to a question isn't “it depends,” then it's not a strategic question.

With the vast number (and variety) of stories you'll get from *Roadside MBA*, you'll get a thorough education in “it depends” that will leave you much wiser about what your own business — large or small — depends on. And so, when it comes to making the strategic decision about wheth-





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What is my return?

Over the years I have written to an audience who may engage our services as structural engineers. These articles have been focused on value, trust, return on investment, constructability and service. An interesting fact about the professional services that a structural engineer provides is that the owner makes important quality decisions concerning the possible well-being of the public at large who frequents the structure. The return on the developer's investment may not be the best return on your investment.



RON DUNN

While it is reasonable to assume (but not always a safe bet) that there are mechanisms in place to normalize the design process such as building codes, reviews and the comfort of a professional seal on the construction documents, there is tremendous value that a more experienced (perhaps more expensive) structural engineer can provide. As a distant third party, you may not have made the value decision on the structural engineer who designed the building you now occupy, nevertheless, it now affects you. You make wise choices on other important decisions you make with professionals such as your doctor, lawyer, accountant, etc. Chances are you are not satisfied with the least expensive or professional with fewer years of experience because it affects

you personally.

Does the owner or developer have an office or reside in the same structure as you? If they do they might have made different decisions; after all, it would now affect them personally. Did the original developer intend to hold or turn over their investment? How would this affect your investment? Chances are your building will not collapse, or cause you bodily harm. However, it just may be rendered unsafe to occupy for a period of time. How would this affect you personally or your business, or your security as an employee?

Professional services are not a commodity that can be shopped and produce the same answer or solution. They are subjective and based on experience and time. Results can vary and in many cases result in solutions that can actually save more in construction dollars than the increased consulting fee. This can help ensure that those structures with structural enhancements don't require higher leases to account for increased building costs.

When shopping for a new phone, car or TV you can feel confident that finding the best price will be a benefit to you, however; when shopping for professional services, the least cost will be what it is worth.

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A Twitter webinar firestorm

I did my first big Twitter group tweet last week. It's called a "tweetcast."

Three companies: Adly (adly.com), Evolve! Inc. (evolvesinc.com), and KiteDesk, (KiteDesk.com) — combined resources and invited 22 experts, including me, to tweet the answers to eight questions as they were posted. The result was a firestorm of tweets, re-tweets and assorted comments.



JEFFREY GITOMER

In short, it was an overwhelming success. Hundreds of tweets per minute and value messages flying all over Twitter-space. Mine included.

KiteDesk, Evolve! and a few others were both sponsors and responsible for the platform, the communications, the experts and creating a set of questions for us to reference and tweet our answers to.

Below are the questions and my tweeted answer replies:

Question 1. Isn't spending too much time on Social Media dangerous? I'd rather my team sell vs. tweet.

- Spend as much time on social selling as you do watching some dumbass TV show. (A1 #gitomer #socsales)

- Allocate time, don't spend it — at least an hour a day to build your social net-worth.

- All customers are looking for value, why not communicate with all of them at once.

- Anyone that does not allocate at least an hour a day communicating value messages to your customers is a fool.

Question 2. Give me real examples of situations where social selling produced results. Better yet, tell me how social selling has produced results that would not have been possible without it (company name, campaign, outcome, etc).

- NOTE WELL: Just because you are ready to sell, does not mean they are ready to buy. (#gitomer A2 #SocSales)

- Value messages, not sales messages, will ultimately create buyers.

- Wanna meet more valuable people on social selling networks? Offer more valuable messages.

Question 3. How do best-in-class companies measure and manage social selling results?

- Apple doesn't measure — how are they doing? Microsoft does — how are they doing? (#gitomer A3 #SocSales)

- Apple doesn't measure - how are they doing? Blackberry does - how are they doing?

- Measuring results of social media and social sales is a total waste of time — just do it!

Question 4. How do I get my team to change their behavior

to incorporate social selling into their routine?

- Marketing: Solicit testimonial videos and real-life examples that can be posted on Facebook and YouTube. (#gitomer A4 #SocSales)

- Marketing: Provide your team with a full suite of messages and things to say to their customers.

- Marketing: Provide your team with a full suite of social selling templates.

Question 5. What is marketing's role in social selling and how can the two departments work together to produce results?

- The best role for marketing is to get all their salespeople up and running on social media and social selling. (#gitomer A5 #SocSales)

- The best role for marketing is to prepare all salespeople with a full suite of social selling tools.

- As a customer, I don't want a sales message, I want to value message. Do you get that marketing?

- The best role for marketing in social media is to stay out of it.

- In general, marketing has no concept of selling. They pound customers with boring messages that have no value.

Question 6. Are there holes in the social sales toolbox? If so, what's missing?

- It's not just social sales, it's social service. How good are you at social listening? (#gitomer A6 #SocSales)

- Missing from 99 percent of all social selling messages: a value message to the prospective buyer.

Question 7. Are traditional sales tools such as email and phone calls still relevant? Why/why not?

- Great salespeople combine traditional selling and social selling. There's plenty of place for both. (#gitomer A7 #SocSales)

- Traditional sales calls and traditional selling has lost part of its value and its efficacy based on social selling.

Take a close look at my answers. Some I prepared in advance, some I created on the spot.

RESULTS: I was re-tweeted and "favorite" more than 250 times during this event, I gained more than 100 new Twitter followers and I learned some very valuable lessons about the attraction of this type of promotion.

Short answer: It worked.
 Long answer: I want to (will) do it again.

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible* and *The Little Red Book of Selling*.

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Opinion

Here they go again - the Republicans helping the Democrats

Whenever Democrats are in real trouble politically, the Republicans seem to come up with something new that distracts the public's attention from the Democrats' problems. Who says Republicans are not compassionate?

With public opinion polls showing Pres. Obama's sinking approval rate, in the wake of his administration's multiple fiascos and scandals — the disgraceful treatment of veterans who need medical care, the Internal Revenue Service coverups, the tens of thousands of children flooding across our open border — Republicans have created two new distractions that may yet draw attention away from the Democrats' troubles.

From the Republican establishment, Speaker of the House John Boehner has announced plans to sue Barack Obama for exceeding his authority. And from the Tea Party wing of the Republicans, former Governor Sarah Palin has called for impeachment of the president.

Does Pres. Obama deserve to be sued or impeached? Yes! Is there a snowball's chance in hell that either the lawsuit or an



THOMAS SOWELL

impeachment will succeed? No!

Barack Obama's repeated disregard of the laws that he is supposed to follow, and his blatantly changing these laws passed by Congress, are a threat to the whole Constitutional form of government on which all our freedoms depend.

Once a president — any president — can create his own laws unilaterally, we are on our way to becoming a banana republic, where arbitrary rule from the top replaces representative government by "we the people."

Why not sue Barack Obama then, or impeach him?

For the simplest of all reasons: Neither of these actions is going to do anything to stop Obama, or even discredit him — and both can create a distraction that draws attention away from the Democrats' disasters during an election year.

Either the lawsuit or an impeachment — or both — can hurt the Republicans by making it look like they are playing Mickey Mouse politics during an election year. Pres. Obama is already making a joke out of Speaker Boehner's threatened lawsuit by

saying, "So sue me!"

Courts don't like to get involved in cases where one branch of government is suing another — and the Supreme Court does not have to take any case that it does not want to take. Even a lower court can throw out Boehner's lawsuit as a political issue that does not belong in court. Then it will be the Republicans who will have egg on their faces.

As for impeachment, the House of Representatives can impeach any president they want to. But an impeachment is essentially just an indictment that leaves it up to the Senate to decide whether to vote to remove the president from office. So long as the Democrats control the Senate, impeachment of Barack Obama is guaranteed to lose. And this too would leave the Republicans with egg on their faces during an election year.

The political fate of the Republican Party is not something that those of us who are not Republicans need to worry about. If they want to shoot themselves in the foot again, so be it. But all Americans have to worry — and worry big time — about the fate of this country if Republicans blow their chances of taking control of

the Senate. If Democratic Senate Majority Leader Harry Reid continues his iron control, Pres. Obama can nominate whatever kinds of federal judges he wants to, knowing that they will be confirmed by the Senate.

Since federal judges have lifetime tenure, this would in effect extend the Obama administration long past the point when Barack Obama leaves the White House. All he needs to do is pack the federal courts with judges who share his contempt for the Constitution and his zeal to impose a far-left agenda at all costs.

This year's elections — especially the Senate elections — can decide the fate of this country for a long time to come. That is why Republicans' launching of foredoomed symbolic actions like lawsuits and impeachment is such an irresponsible self-indulgence.

When the country is at a historic crossroads is not the time for futile gestures like this, which can create bigger disasters than we already have.

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

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Washington's activism likely to throw fuel on a Mideast fire

The Obama administration's decision to seek \$500 million to train and fund elements of the Syrian opposition has been greeted with bipartisan support in Washington. The general consensus is that if the administration had done this three years ago, the situation in Syria would not have turned into a sectarian civil war. But this conventional wisdom is wrong. The administration is caving in to the classic Washington desire to "do something" in the face of a terrible situation without any clear sense as to whether it would improve things or make matters worse.

"The Syrian people started this revolution through peaceful demonstrations," said Sen. Lindsey Graham, R-South Carolina, one of many to make the case that the struggle has turned sectarian because Washington was passive while it grew more intense. "Radical Islamists are hijacking the revolution," Graham explained.

In fact, radical Islamists have been the core of the opposition to the Assad regime from the very beginning — decades ago. Bashar al-Assad's father, Hafez al-Assad, came to power in a coup in 1970 and was the first non-Sunni to rule the country. By the late 1970s, he faced an armed Islamist insurgency that spread across the country's major cities. Between 1979 and 1981, it killed more than 300 supporters of the regime in Aleppo alone. Assad, in turn, ordered crackdowns that killed some 2,000 Islamist opponents.

Eugene Rogan's book *The Arabs: A History* recounts the story of a young Alawite commander, Isa Ibrahim Fayyad, during those years who was sent on his first mission to the Tadmur prison. "They opened the gates of a cellblock for us. Six or seven of us entered and killed all those we found inside, some 60 or 70 people in all. I must

have gunned down 15 myself. ... Altogether some 550 of those Muslim Brother bastards must have been killed."

The Islamists' terror campaign spread, even moving to Damascus, where in November 1981, they exploded a car bomb in the city center that killed 200 people and wounded 500. Then, in 1982, came the uprising and the gruesome massacre in the town of Hama, where between 10,000 and 20,000 people — including women and children — were slaughtered by government troops. Since then, the regime has organized itself for war against the Islamists and they, in turn, have been preparing for opportunities to wage war against the regime.

Syria has been unstable from its birth. Between its independence in 1946 and Assad's coup, there were around 10 other coups and attempted coups. By the late 1970s, it was already divided into camps, largely defined by Islamism and sect. Outside powers in the Middle East — Saudi Arabia, Iraq, Iran — have been funding, arming and training militants on both sides. In 2011, these long-simmering tensions bubbled over.

Today, according to James Clapper, the director of national intelligence, there are about 1,500 separate insurgent groups in Syria, with between 75,000 and 115,000 insurgents. In addition, there are 7,500 foreign fighters from neighboring countries. The strongest groups are all radical Islamist — the Islamic State, Ahrar al-Sham and Jabhat al-Nusra.

Remember that neighboring powers, like the Turkish government, spent months trying to establish a moderate Syrian opposition. I met with some of its leaders in Istanbul in 2012. They were genuinely liberal and democratic people. Unfortunately,

these people barely had contact with, let alone influence over, the actual groups fighting in Syria. Turkey's efforts collapsed, as did those of other countries.

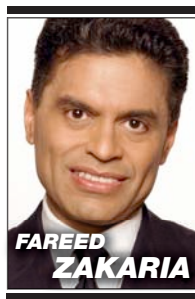
But now, Washington is going to "vet" this vast, dispersed opposition of 1,500 groups and find moderates. Good luck. The complexity of Washington's task can be seen in the American attitude toward the Islamic State. When the group battles the Maliki government in Iraq, it is a deadly foe and must be ruthlessly attacked. But when it crosses the (now-nonexistent) border between Iraq and Syria and battles the Assad regime, it is aligned with America's stated goal of regime change in Damascus. No other country has this strategic incoherence. The Sunni groups are battling what they see as apostate regimes in Baghdad and Damascus. Those Shiite and quasi-Shiite

regimes are being supported by the region's Shiite powers — Iran and Hezbollah. America alone is searching for the good guys.

With this history in mind, it is difficult to believe that three years ago a modest American intervention of arms and training would have changed the trajectory of events in Syria. But can anyone now believe that a modest American intervention is going to find genuine democrats in the maelstrom, help them win against Assad and also the radicals, and stabilize Syria? Or is Washington's new activism more likely to throw fuel onto a raging fire?

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

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FAREED ZAKARIA



Opinion

Financial future dangers, opportunities & strengths

The perfect economic storm is about to erupt, and I predict it's going to be a triple whammy. The three biggest dangers Americans will likely face are: 1. Rising taxes, 2. Double-digit inflation, and 3. Continued market volatility and uncertainty. When it comes to our financial future, these are the things that can wreak havoc on best laid plans — unless we plan smarter. To bolster yourself against the potential threats, it might do you well to examine the dangers, opportunities and strengths, or DOS, that lay ahead.

First, let's look a little deeper at those three dangers. Rising taxes: Whenever I ask people if they think taxes will likely go down or up in the future, how many people do you think vote for down? You guessed it — zilch. With America's current deficit and no end in sight to government spending, Uncle Sam may be requiring you to go from a 33 percent tax bracket today to 50 percent tax bracket in the not-too-distant future. Ouch.

What about inflation? It's been predicted that we could see inflation upward of 10 percent in coming years. Do you know what that will do to your projected monthly budget during retirement? What may require about \$6,000 a month for everything from home expenses to prescriptions, gas and green fees today could require much more than that 10, 20 or 30 years from now, thanks to inflation. At a 10 percent inflation rate, the cost of living will double every 7.2 years or, in other words, the purchasing power of the dollar will be cut in half. In less than 15 years, \$6,000 a month may only buy what \$1,000 a month buys today when factoring in what taxes and inflation will do to your actual net purchasing power. Will you have enough set aside, or will you find yourself outliving your money?

And then there's market volatility. In 2008, most Americans lost 40 percent in the value of their IRAs and 401(k)s — their critical retirement nest eggs — in one single year. Do you think that was the last time we could see a big drop like that? Nope, you can bet on it happening again.

As an abundant living coach, I am passionate about helping people optimize all of the assets on their family balance sheet so they never have to worry about their money and so they can avoid outliving their money during

retirement.

I learned from a great mentor, strategic coach Dan Sullivan, that we must gain clarity to overcome the dangers we face. Going back to the DOS approach, we've just clarified the three biggest dangers facing Americans' retirement. Now let's identify the opportunities.

To eliminate the impact of rising taxes, there are ways to convert retirement funds from taxed or tax-deferred plans to tax-free vehicles. As for inflation, it's possible to link your returns to the things that inflate, so inflation actually helps instead of hinders you. Finally, you can protect yourself from fluctuations in the economy in a way that you won't lose if the markets go down — and you'll still have upside potential when the market performs well (through indexing).

Now let's talk strengths. You want to find a retirement approach that offers an invaluable strength: liquidity. My wife and I learned through life's hard knocks early in our marriage that no matter what kind of value you think you have in your assets, unless you can access them when you need them, they're no good to you. So remember, you want a plan that allows you to get to your money if and when you need it, especially without big tax penalties or fees.

You're also looking for strengths like safety of principal. Whatever you set aside, you shouldn't have to lose your principal if the markets go down. And any year you make money? You want to make sure that becomes newly protected principal.

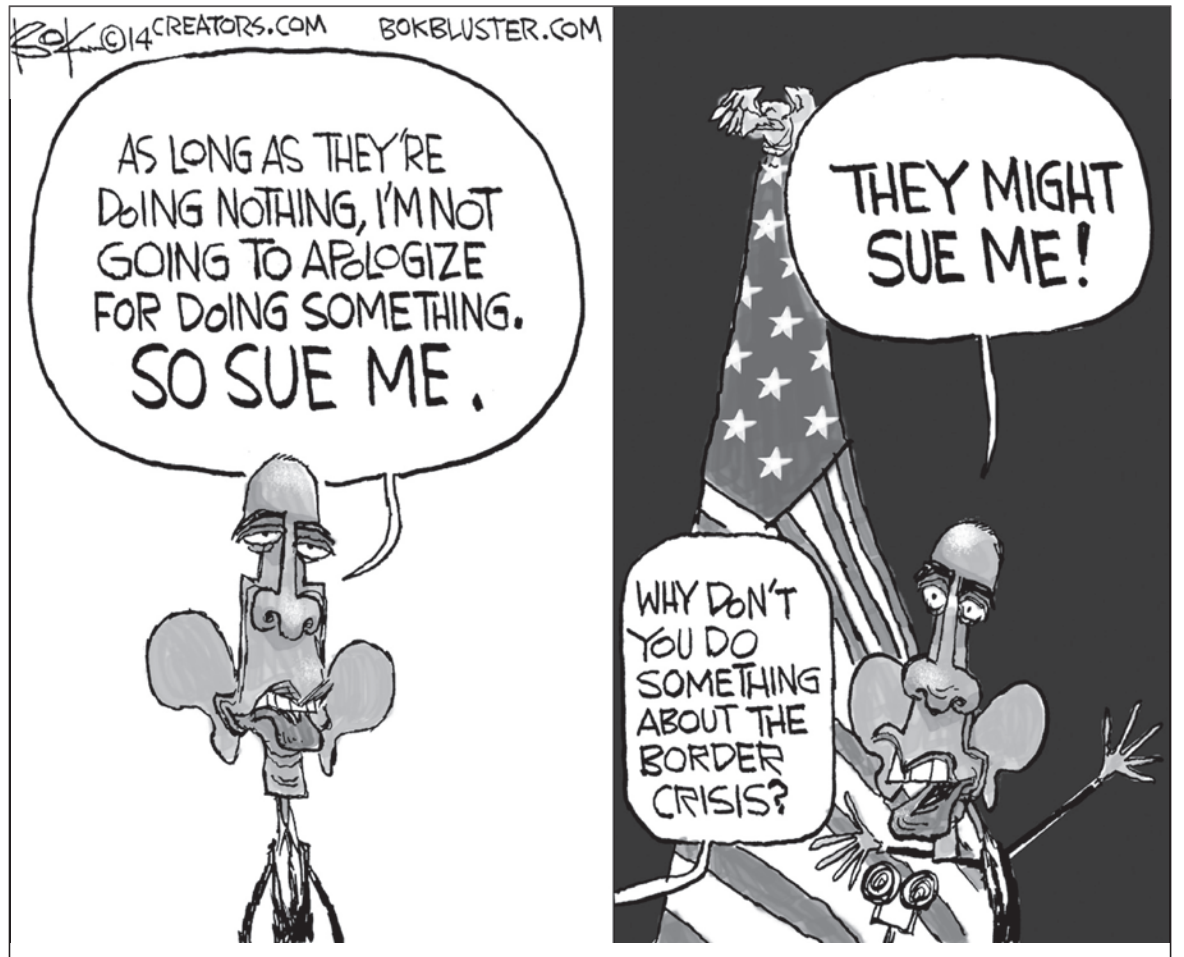
You also want to have predictable rates of return on your investments. And not just predictable — you deserve for those returns to be tax-free and at a rate that has historically beat inflation.

You may think I'm asking for too much here: retirement plans that make you immune to rising taxes, an approach that makes inflation work for you instead of against you, and a path that helps you avoid losing your money when the markets go down. But it's more than a pipe-dream, it's reality for those who plan well. Take the time to learn more about your options for the future so you can avoid the dangers, take advantage of the opportunities and reap the rewards of the strengths.

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



DOUG ANDREW



What if a windfall comes your way?

A first-world problem, and nothing more? Not quite. Getting rich quick can be liberating, but it can also be frustrating. Sudden wealth can help you resolve anxieties about funding your retirement or your children's college educations and newfound financial freedom can lead to time freedom — greater opportunity to live and work on your terms.

On the other hand, you'll pay more taxes, attract more attention and maybe even contend with jealousy or envy from certain friends and relatives. You may deal with grief or stress, as a lump sum may be linked to a death, a divorce or a pension payout decision.

Windfalls don't always lead to happy endings. Take the example of one Bud Post, who won more than \$16 million in the Pennsylvania lottery in 1988. Eighteen years later, he passed away owing more than \$1 million after business failures and bad investments. Along the way, his girlfriend successfully sued him for some of the money and his brother hired a hit man to try and take him out, hoping to inherit some of those assets. That weird and tragic example aside, windfalls don't necessarily breed "old money" either — without long-range vision, one generation's wealth may not transfer to the

next. As the *Wall Street Journal* mentions, on average 70 percent of the wealth built by one generation is lost by the next. Two generations later, an average of 90 percent of it disappears.

So what are some wise steps to take when you receive a windfall? What might you do to keep that money in your life and in your family for years to come? Keep quiet, if you can. If you aren't in the spotlight, don't step into it.

Who really needs to know about your newfound wealth besides you and your immediate family? The IRS, the financial professionals who you consult or hire and your attorney. The list needn't be much longer and you may want to limit it at that.

What if you can't? Winning a lottery prize, selling your company, signing a multi-year deal — when your wealth is publicized, expect friends and strangers to come knocking at your door. Be fair, firm and friendly — and avoid handling the requests yourself. (That first, generous handout may risk opening the floodgate to subsequent handouts). Let your financial team review appeals for loans, business proposals and pipe dreams.

Yes, your team. If big money comes your way, you need skilled professionals in your corner — a

CPA, an attorney and an investor coach. Ideally your CPA is a tax advisor, your lawyer is an estate planning attorney and your investor coach pays attention to tax efficiency.

Think in stages. When a big lump sum enhances your financial standing, you need to think about the immediate future, the near future and the decades ahead. Many people celebrate their good fortune when they receive sudden wealth and live in the moment, only to wonder years later where that moment went.

In the immediate future, an infusion of wealth may give you some tax dilemmas; it may also require you to reconsider existing beneficiary designations on IRAs, retirement plans and investment accounts and insurance policies. A will, a trust, an existing estate plan — they may need to be revisited. Resist the temptation to try and grow the newly acquired wealth quickly through aggressive investing.

Now, how about the next few years? What does financial independence (or greater financial freedom) mean for you? How do you want to spend your time? Should you continue in your present career? Should you stick with your business or sell or transfer ownership? What kinds of near-term possibilities could this open



MARK LUND

see LUND page 6

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COVERT

from page 9

er you should pick up *Roadside MBA*, I would say: "It depends... do you want to be successful?"

Executive Presence: The Missing Link Between Merit and Success by Sylvia Ann Hewlett, Harper Business, 210 pages, \$26.99, hardcover, June 2014, ISBN 9780062246899.

With her new book, *Executive Presence: The Missing Link Between Merit and Success*, Sylvia Ann Hewlett bravely tackles an unwelcome elephant in the room. Few people want to admit that appearance, or bearing, or reputation really plays a part in how much a person succeeds in his or her chosen profession. We want to believe ourselves to be

"above" that, to have the ability to look only at the data, at a person's qualifications and performance. Hewlett says to ignore the "number of seemingly peripheral factors that feed into the judging process" is a detriment to yourself, and to all the hard work you've put into being an expert in your field. So what separates the proverbial wheat from the chaff?

"It is executive presence — and no man or woman attains a top job, lands an extraordinary deal, or develops a significant following without this heady combination of confidence, poise and authenticity that convinces the rest of us we're in the presence of someone who's the real deal. It's an amalgam of qualities that telegraphs that you're in charge or deserve to be."

Hewlett and her research team set out to find the "EP" equation — engaging in extensive surveys, focus groups and interviews — so that everyone can feel more in control of how they are perceived. And they found that the three pillars that interact to form your EP are how you look (appearance), how you speak (communication) and how you act (gravitas). Gravitas is the foundation of EP; but communication and appearance play a part in either shoring up or eroding your gravitas.

"For example, if your communication skills ensure you can 'command a room,' your gravitas grows exponentially; conversely, if your presentation is rambling and your manner timid, your gravitas suffers a blow."

Hewlett is not advising an expensive or extensive wardrobe, but she *is* encouraging dressing and acting with intention, so "that you take pains to signal, in your appearance, a seriousness of pur-

pose by attending to the details." But EP isn't only about offering a good first impression; it's about understanding how your personal brand needs to be nursed and maintained, and the critical role it plays in your future successes.

"Managing your personal brand is almost a job unto itself, lest it be managed for you by people who don't hold your best interests at heart. If you leave your image to other people, you can lose control of it quickly, and reputation can be a hard thing to rehabilitate."

Hewlett acknowledges that there is a fine line between confidence as evidence of competence and confidence as evidence of self-aggrandizement. And the terrain between conforming to standards while remaining authentic is rocky. But all of these sensitive subjects and more are in sure hands with Sylvia Ann Hewlett, and as such, your career will be, too, if you follow her lead with *Executive Presence*.

It's Not the How or the What but the Who: Succeed by Surrounding Yourself with the Best by Claudio Fernandez Araoz, Harvard Business Review Press, 244 pages, \$28, hardcover, June 2014, ISBN 9781625271525

At it's simplest, *It's Not the How or the What but the Who* is a guide to hiring, developing and retaining the right people. That seems like a fairly straightforward proposition, but if you've ever had to hire people, you know it is easier said than done.

But why is it so hard to find the best people for your organization? Araoz tells us the challenges

are many, "both internal (your unconscious biases) and external (organizational and societal pressures)." So the first thing he does is help the reader identify those obstacles, because there are "unprecedented opportunities available if you can overcome them." And that's exactly what *It's Not the How* teaches you how to do next:

"To that end, later essays will teach you how to identify the best — the people who have the right motives, qualities and potential to help you excel — with effective assessment tools and strategies ... [and] how to expertly develop the people you've chosen by encouraging them to become more agile and versatile and putting them together in great teams."

Perhaps the most difficult decision leaders must make with regards to personnel is letting go of the people who are holding them back. But why is it so hard. Araoz tells us it's because:

"Three powerful psychological forces work against us: procrastination, loss aversion, and compassion."

In other words, putting ourselves, our company, or other people in distress is difficult, potentially risky and unpleasant emotionally. But, Araoz reminds us, "Tough decisions are what make you a leader." Another difficult decision is whether an open leadership position should be filled by someone from inside the company or hired from outside it. In many cases, Araoz shows that it pays big to hire an outsider, and that growth and success occurs in much smaller measure when the company promotes an insider. How to insure that whichever approach you take results in success? Don't hesitate to thoroughly vet insiders just as you would outsiders.

As I mentioned at the open of this review, in some ways, *It's Not the How or the What but the Who* is a simple hiring guide. But Araoz's book stretches its boundaries further than most, tackling sensitive issues like those that occur within family businesses, and even delving into his considerations on how to intelligently and objectively vote during a presidential election. Ultimately, it will assist you — whether you are a leader or a participant — in making sound assessments of the people you rely for your own ultimate success.

LUND

from page 13

up for you? What are the concrete financial steps that could help you defer or reduce taxes in the next few years? How can risk be sensibly managed as some or all of the assets are invested?

Looking further ahead, tax efficiency can potentially make an enormous difference for that lump sum. You may end up with considerably more money (or considerably less) decades from now due to asset location and other tax factors. Think about doing nothing for a while. Nothing financially momentous, that is. There's nothing wrong with that. Sudden, impulsive moves with sudden wealth can backfire.

Welcome the positive financial changes, but don't change yourself. Remaining true to your morals, ethics and beliefs will help you stay grounded. Turning to professionals who know how to capably guide that wealth is just as vital.

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

LASSONDE

from page 1

pretend to think all of them will actually be entrepreneurs, but if you think about entrepreneurial activity as a focal point for how you learn business education, it's actually remarkable."

Randall said the facility, to be called the Lassonde Studios, will be unique in North America on a university campus. U of U officials visited a facility in Canada, but it had only about 30 beds.

The facility dovetails with the school's approach to online education, which can both reduce overall education costs but also provide the flexibility to create unique experiences for students, he said.

"Our positioning as a business school is actually a positioning of 'Let's not think about education as classrooms anymore, but let's think of it as an experience that interacts a lot with the business community, doing real-world projects and you consume the classroom knowledge online as you need it,'" Randall said.

The Lassonde Studios represents the future, but the business school has been in growth mode for several years. Randall said student population growth has been about 10 percent annually for the past five years, with especially strong growth at the graduate level.

"When you look at employment statistics, almost all of our programs are above or right around 90 percent employment three months after graduation. And many of them are staying here locally and having fabulous careers. ... Our biggest problem is keeping up with the growth."

The school has about 700 students graduate from undergraduate programs annually and

PARKS

from page 1

staying full, he said. The hotel is running at better than 90 percent occupancy.

"We're all happy that the cash register is ringing," he said.

The most recent full-year visitor spending report from the National Parks Service indicated that Zion and two other southwestern Utah sites — Cedar Breaks and Pipe Spring national monuments — brought an estimated \$193.2 million in economic impact to area communities. They supported 2,394 jobs in the area and served as major economic drivers, especially for the communities closest to the parks.

So far this year, Pipe Spring was showing additional growth as well, with visitation up 13.8 percent to 15,910 visitors through April. Attendance numbers for the year were unavailable for Cedar Breaks.

nearly 1,000 from the graduate programs. Among popular programs are those for accountants. "We are putting out accountants at a record rate," Randall said, noting the local market is saturated to the point that about 40 percent of graduates are leaving the state to find work.

But Randall said having students leave the state after graduation is not a bad thing. Many out-of-staters come to Utah, fully intending to leave after school, but they remain in the state. Many Utahns want to experience the world outside the state.

"My position is, I think it's good," he said of the relative balance of the situation. "We both bring new ideas in and we put ideas out."

About three-fourths of the undergrad student population in the school is from Utah. At the graduate level, about 30 percent are from the U of U, 45 percent are from other in-state institutions and the rest are from out-of-state.

Among GOED's primary activities is enticing companies to move to the state or expand operations here, and Randall said the school hopes to start providing executive education for Utah industries.

"We would hope you would think about this a little bit as you think about industries that you'd like to encourage to come here," he told the board. "We have the capability, especially in some of the technical fields, of putting together great training programs, to kind of build the base of employees here in the state, and we would love to be part of that."

Currently, the school's executive education programs are growing and they do provide specialized training for companies as they come into Utah, "and we could certainly do that on a much broader level," he said.

At Snow Canyon State Park, attendance was up 15 percent year-over-year, with 242,000 visitors as of July 1, said Jordan Perez, assistant park manager.

"As the economy rebounds, people get out and travel," said Roxie Sherwin, director of the St. George Convention and Visitors Bureau, which has been heavily engaged in the past year with the state tourism office in recruiting out-of-state tourism.

Last year, the Utah Office of Tourism awarded more than \$300,000 toward marketing efforts in and around St. George, including funds for television and print advertising in California, Canada and Colorado.

In addition, the region has seen its reputation grow nationally and internationally thanks to large-scale events such as the St. George Ironman triathlon.

"I think it's a combination of a lot of different efforts, and the momentum is still building," said Sherwin.



Real Estate Section



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Ashley Peck is an attorney in the Salt Lake City office of Holland & Hart LLP. She assists commercial and industrial property owners in litigation regarding properties affected by environmental contamination, including pursuing cost recovery and defending toxic tort actions. She also regularly assists clients in navigating the regulatory hurdles of developing and managing contaminated properties. Additionally, Ms. Peck has represented clients before municipal hearing examiners on land use issues. Her experience also includes environmental due diligence in complex, multi-jurisdictional real estate transactions.

Prior to practicing in Utah and joining Holland & Hart, Ms. Peck practiced at K&L Gates LLP in Seattle, Washington. She currently serves as a board member of Women Lawyers of Utah and the East Bench Community Council, and is a Vice Chair of the ABA Superfund Litigation Committee.

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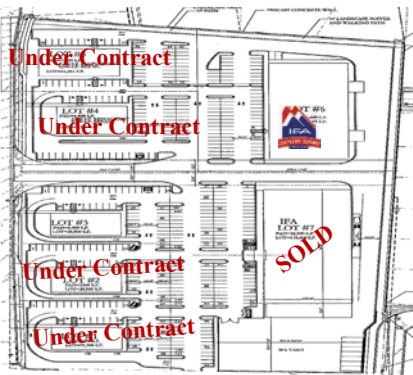


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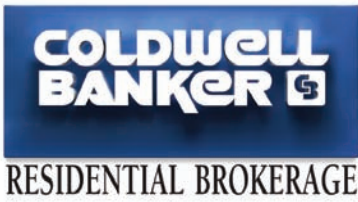
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Offered at \$1,495,000.

Contact Sam Sanders - Salt Lake City

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