

OF NOTE



Sayonara to Sharp TVs

Japanese electronics maker Sharp is exiting the television market in the Americas, selling its TV manufacturing plant in Mexico to China's Hisense Group. The company said it will consider other steps to shore up its finances after deep quarterly losses in its smartphone display sector.

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Bright forecast: 7,100 new Utah jobs

Brice Wallace
The Enterprise

To call July 31 a sunny day for Utah's economy would be both a terrible pun and a terrific understatement.

A pair of solar-power companies announced that day that they will expand or bring operations to the state, adding a total of more than 7,100 jobs over the next decade.

The announcements were made after the companies were approved for tax rebate incentives by the Governor's Office of Economic Development (GOED) board.



SolarCity will put a regional administrative corporate headquarters in either Draper or Lehi and add 4,000 jobs. Vivint Solar will expand at its current Lehi headquarters, adding 3,143 jobs to its current Utah employee total of about 1,200.

"This is a very exciting day for the state of Utah, with the two largest commercial and residential solar companies now in the state," said GOED board chairman Mel Lavitt.

To put the incentives in perspective, Theresa Foxley, GOED's managing director of corporate recruitment and international trade, said either one of the projects would represent

GOED's largest-ever incentivized project, based on the number of expected new jobs. Also, in the July 31 meeting, GOED topped the 5,600 incentivized jobs approved during the entire most recent fiscal year.

Also for comparison, in June 2011, ITT Exelis was approved for a nearly \$33.7 million incentive tied to the creation of about

see GOED pg. 20

Feds shutter Woods Cross bus company

A Woods Cross-based bus company that primarily transports children has been ordered by the U.S. Department of Transportation's Federal Motor Carrier Safety Administration (FMCSA) to cease all intrastate and interstate operations for repeatedly operating unsafe vehicles and for failing to comply with a 2014 federal order to bring its buses up to safety standards.

Deseret Bus Leasing Inc., which does business as Deseret Bus Service, was ordered to cease all operations late last month. According to its website, Deseret provided transportation for children attending the Legacy Preparatory Academy during the 2014-2015 school year. Deseret had undergone a compliance review by FMCSA investigators in late 2013 which ultimately resulted in an unsatisfactory safety rating, prohibiting the company from conducting commercial operations. In June 2014, following a thorough review by FMCSA of the company's safety management plan and upon entering into a federal consent order, Deseret's safety rating was upgraded to conditional as long as Deseret implemented its safety management plan and complied with the terms of the order.

The federal consent order detailed not only the corrective actions the company had taken, but outlined the steps it had agreed were necessary to ensure compli-

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see DESERET pg. 14



A new gondola dubbed Quicksilver will connect the properties that were once Park City Mountain Resort and The Canyons into one mega-resort to be known simply as Park City.

Now it's simply 'Park City'

Canyons Resort is gone. The property owned by Vail Resorts is now officially a part of Park City Mountain Resort and both resorts will be combined into one single, mega-resort renames simply Park City. The conjoining of the two make it the largest ski resort in the United States, with over 7,300 acres of rideable terrain.

"The tag line 'There is only one' is perfect because there is no place else like Park City," said Park City's chief operating officer, Bill Rock. "The town is already universally celebrated as one of the best ski destinations in the world and now will be home to the largest ski resort in the

United States. We should all be proud of this mountain and this community as we invite the world to experience the combined resort during the upcoming 2015-16 winter season," he continued.

A \$50 million capital improvement project is also in place and will aid in the transformation of two resorts into a new giant. A new eight-person gondola is under construction and will bring riders from the existing Silverlode Lift at Park City to the Flatiron Lift on the Canyons's former terrain. There will be an unloading station



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Home prices continue to rise in Utah

Salt Lake City area home prices increased by 5.0 percent in June compared with June 2014 when distressed sales are included, according to the CoreLogic Home Price Index. On a month-over-month basis, home prices, including distressed sales, increased by 1.0 percent in June compared with May of this year.

Excluding distressed sales, year-over-year prices increased by 5.1 percent in June compared with June 2014. On a month-over-month basis, excluding distressed sales, the CoreLogic HPI indicates home prices increased by 0.9 percent in June compared with May.

Nationwide, home prices increased 6.5 percent year-over-year with distressed sales included and 1.7 percent from May to June. This change represents 40 months of consecutive year-over-year increases in home prices nationally.

CoreLogic is a global property information, analytics and data-enabled services provider.



Zions Bank has opened its new Timpanogos Highway financial center at 1432 E. 3500 N., Lehi. The Aug. 6 open house to mark the opening included a donation to nonprofit, giveaways and ribbon-cutting. The 6,018-square-foot financial center was designed by Prescott Muir Architects and constructed by Layton Construction. It features two lobby teller windows, drive-up lanes, a night depository, safe deposit boxes and a 24-hour drive-up ATM with enhanced check-scanning deposit capabilities. In addition to the bank lobby services, the center houses mortgage officers and commercial lenders, Private Banking and Executive Banking offices, wealth management and treasury management advisors. A large conference room is available for community use.

Molina names Patton to head Utah subsidiary

Molina Healthcare Inc. has announced that David Patton has been named president of its health plan subsidiary, Molina Healthcare of Utah. Patton formerly served as the executive director for the Utah



David Patton

Department of Health. As president of Molina Healthcare of Utah, Patton will be responsible for the operational oversight of the Utah health plan as well as the implementation and execution of various strategic initiatives.

"We are pleased to welcome David Patton to Molina," said Terry Bayer, chief operating officer of Molina Healthcare Inc.

"His extensive experience of over 30 years in the healthcare industry and as a well-respected public sector employee will be invaluable. We look forward to having him on board as he shares our values, focus and drive."

Patton is a healthcare leader who has been recognized for his ability to develop forward-looking policy and strategy, build broad-based coalitions and effectively implement and operate complex healthcare systems. Before his appointment as director of the Utah Department of Health, Patton served in multiple prominent healthcare leadership positions, including as the deputy

director of operations for the Utah Department of Health, director of the Center for Public Policy and Administration at the University of Utah and as a professor at Boise State University. Patton holds a PhD in political science from the University of Utah, a master's degree in public administration from Brigham Young University and a bachelor's degree in economics and political science from the University of Utah.

Molina Healthcare provides managed healthcare services under the Medicaid and Medicare programs and through the state insurance marketplaces and serves more than 3 million members in 11 states and in Puerto Rico.



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PUBLISHER & EDITOR

R. George Gregersen

PRESIDENT

David G. Gregersen
david@slenterprise.com

VP/GENERAL SALES MANAGER

Dale Dimond
dale@slenterprise.com

MANAGING EDITOR

John M. Rogers
john@slenterprise.com

CONTROLLER

Richard Taylor
richard@slenterprise.com

OFFICE MANAGER

Dionne Halverson
dionne@slenterprise.com

REAL ESTATE SECTION

david@slenterprise.com

CIRCULATION

Diana Rogers
diana@slenterprise.com

ADVERTISING INQUIRIES

david@slenterprise.com

TO CONTACT NEWSROOM

john@slenterprise.com

ART SUBMISSIONS

art@slenterprise.com

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CORPORATE FINANCIAL REPORTS



Wood Partners, a multifamily residential developer, has announced plans for a 277-unit luxury apartment complex adjacent to The Gateway in downtown Salt Lake City.

Alta Gateway ready to begin construction in downtown SLC

Wood Partners, a nationwide multifamily housing developer, has broken ground on its first project in Salt Lake City, a 277-unit apartment community adjacent to The Gateway in downtown Salt Lake City. Dubbed Alta Gateway, the project is expected to begin leasing in the fall of 2016. It will offer amenities including a rooftop deck and a cyber café.

For Tim McEntee, director of Wood Partners' Rocky Mountain and Midwest region, it's the culmination of a 22-year search for a development foothold in his home state. "I still have family and friends in Utah, so this accomplishment is personal for me," said McEntee, a graduate of the University of Utah. "Downtown Salt Lake City is coming of age with robust employment, sophisticated shopping and entertainment and one of the finest mass transit systems in the country, thanks in part to the 2002 Winter Olympics."

Alta Gateway, located at 100 S. 500 W., is next to a light rail line stop and is less than a block from the Salt Lake City Intermodal Hub.

Amenities at Alta Gateway will be significantly more than those offered by other luxury apartment communities in the area, according to McEntee. The

property will feature a resort pool and spa, TVs, fireplace and outdoor kitchen, as well as a community clubroom for socializing and entertaining. Also planned are a private fitness center, an outdoor park, an on-site bike and ski workshop and a wine cellar.

"We believe that Alta Gateway will be hugely attractive to young professionals and couples who want to live an active urban lifestyle," said Clay Iman, director for the Alta Gateway development. "The housing market in Salt Lake City has traditionally been suburban, but we believe job growth and infill development have fueled a strong demand for housing downtown, and capital is available to fund it."

Wood Partners will lead the construction effort, overseeing local third-party general contractor Rimrock Construction. The joint lenders on the project are Comerica and Banner Bank. Rick Davidson at Newmark Grubb was the broker in the transaction.

"This is Wood Partners' first development in Utah, but we certainly hope it won't be our last," McEntee said. "We are absolutely interested in building a stronger presence in this market and becoming an active part of the community my family has called home for over 50 years."

The following are recent financial reports as posted by selected Utah corporations:

Extra Space Storage

Extra Space Storage Inc., based in Salt Lake City, reported funds from operations (FFO) attributable to common stockholders of \$90 million, or 72 cents per share, for the quarter ended June 30. That compares with \$76.8 million, or 63 cents per share, for the same quarter in 2014.

Net income attributable to common stockholders was \$55.3 million, or 44 cents per share, in the most recent quarter. That compares with \$41.7 million, or 36 cents per share, for the same quarter a year earlier.

Revenues totaled \$185.9 million in the most recent quarter, up from \$160.7 million a year earlier.

Extra Space Storage is a self-administered and self-managed real estate investment trust. It owns and/or operates 1,147 self-storage stores in 35 states; Washington, D.C.; and Puerto Rico. Extra Space is the second-largest owner and/or operator of self-storage stores in the United States and is the largest self-storage management company in the United States.

"The storage business is in a very good place right now, and we are taking advantage of the operating conditions," Spencer F. Kirk, chief executive officer, said in announcing the results. "Muted new supply, steady demand and our sophisticated operating platform led to the strongest revenue and NOI (net operating income) growth in Extra Space's history."

SkyWest

SkyWest Inc., based in St. George, reported net income of \$31.5 million, or 61 cents per share, for the quarter ended June 30. That compares with a net loss of \$14.7 million, or 29 cents per share, for the year-earlier quarter.

Operating revenues totaled \$788.4 million in the most recent quarter, compared with \$816.6 million a year earlier.

SkyWest Inc. is the holding company for two scheduled passenger airline operations and an aircraft leasing company and has about 20,000 employees. The airline companies provide commercial air service in cities across the United States, Canada, Mexico and the Caribbean with more than

3,500 scheduled daily flights.

"Our second quarter results reflect meaningful progress in our action plans to secure profitable flying contracts, remove unprofitable aircraft and provide solid operating performance," Chip Childs, president, said in announcing the results. "These actions are the primary drivers for the strong earnings momentum we are generating. We remain committed to disciplined deployment of capital and resources as we continue the process of optimizing our fleet size and mix."

Headwaters

Headwaters Inc., based in South Jordan, reported net income attributable to the company of \$10.5 million, or 14 cents per share, for the fiscal third quarter ended June 30. That compares with \$22.8 million, or 30 cents per share, for the same quarter in 2014.

Revenue totaled \$243 million, up from \$223.4 million a year earlier.

Headwaters provides products, technologies and services to the construction materials and building products markets and has coal combustion products, building products and energy businesses.

"We are pleased with our growth and continued margin strength during the third quarter, despite the impact from rain throughout much of the country and for most of the quarter," Kirk A. Benson, chairman and chief executive officer, said in announcing the results. "Fortunately, construction projects are generally delayed by rain, not cancelled, which bodes well for the September quarter."

Don P. Newman, chief financial officer, noted that the most recent quarter was the 16th consecutive quarter of year-over-year revenue and adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) growth.

People's Utah Bancorp

People's Utah Bancorp, based in American Fork, reported net income of \$4.7 million, or 30 cents per share, for the quarter ended June 30. That compares with \$3.1 million, or 20 cents per share, for the same quarter in 2014.

The company said the year-over-year increase was due pri-

marily to a \$1.5 million increase in the net interest income after provision for loan losses, a \$300,000 increase in non-interest income, a \$600,000 decrease in non-interest expense and a \$800,000 increase in income tax expense.

The net interest income was primarily due to a higher average balance of the company's loan portfolio, partially offset by lower loan yields. The growth in non-interest income was largely due to higher mortgage banking income from a higher volume of mortgage loans originated and sold to investors during the quarter, the company said.

Gross loans grew 5.4 percent to \$991.4 million since the end of 2014. Average loans increased from \$829 million at the end of the 2014 second quarter to \$977.3 million in the most recent quarter.

At the end of the most recent quarter, deposits grew to \$1.3 billion, up \$116.6 million compared with a year earlier.

People's Utah Bancorp is the holding company for a family of community banks with 18 locations in two wholly owned subsidiaries: Bank of American Fork and Lewiston State Bank. It completed an initial public offering of 2.65 million common shares in June, raising net proceeds after offering expenses of \$34.8 million.

"We are quite pleased with our successful initial public offering last month (June) and our second quarter 2015 operating results," Richard Beard, president and chief executive officer, said in announcing the results. "We have grown our loan portfolio 5.4 percent, increased deposits by 6.3 percent since year-end and continue to maintain our net interest margin above 4 percent."

Nutraceutical

Nutraceutical International Corp., based in Park City, reported net income of \$4.5 million, or 47 cents per share, for the fiscal third quarter ended June 30. That compares with \$4 million, or 41 cents per share, for the same quarter in 2014.

Sales in the most recent quarter totaled \$54.4 million, down from \$55.6 million in the same quarter a year earlier.

Nutraceutical manufactures, markets, distributes and retails nutritional supplements and other natural products.

see EARNINGS pg. 14



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BC Technical buys Ohio MRI service company

BC Technical of West Jordan has acquired Ohio Valley Medical Systems, one of the largest MRI service providers specializing in Hitachi open MRI systems. The addition of Ohio Valley Medical Systems allows BC Technical, non-OEM provider of medical imaging solutions, to expand its nationwide service offering to

now include Hitachi MRI.

"We couldn't be more excited about this acquisition," said Mark Alvarez, president and CEO of BC Technical. "The Ohio Valley engineers are true experts in their field and we are pleased to welcome them to the BC Technical team."

"This will prove to be a valu-

able asset to our customers by expanding our service capability to other product lines and manufacturers," said Thomas Hineman, CEO of Ohio Valley. "In addition, response time will be improved as we leverage the nationwide service presence of BC Technical's field engineers and support staff."

Sprint takes over operation of state relay system

The Utah Public Service Commission has selected Sprint as the new Telecommunication Relay Service (TRS) provider for the state, beginning Aug. 1. Sprint will provide TRS services for the state's Relay Utah program for deaf, hard of hearing and individuals with speech difficulties. Sprint has a 25-year history in the relay industry and is the nation's largest TRS provider.

Sprint takes over the contract for TRS formerly held by Hamilton Relay of Aurora, Nebraska.

"Sprint looks forward to working with Utah consumers and welcomes questions from all communities and individuals who wish to learn more about the Utah Relay Service," said Mike Ellis, director of Sprint Relay.

TRS is free and is accessed by

dialing 711. It is a relay or translation service that enables those who are deaf, deaf-blind, hard of hearing, and speech disabled to communicate with traditional telephone users through a specialized text telephone and third-party operator called a communications assistant. TRS is available 24 hours a day, 365 days a year and all calls are completely confidential. Currently nearly 10,000 TRS calls are placed each month in Utah.

"TRS helps improve the quality of life for Utah's deaf, hard of hearing and individuals with speech difficulties by making communication and connection easy and seamless," said Gary Widerburg, Utah Public Service Commission secretary. "Sprint has

an extensive and proven history of providing TRS and we're confident it will provide excellent and dependable service."

In addition to providing relay services, Sprint will actively engage in outreach and education throughout Utah with the goal of increasing awareness for the 711 relay service as well as the equipment distribution program.

Relay Utah's equipment distribution program loans equipment at no cost to Utah residents that qualify who participate in the Supplemental Security Income (SSI) program, Medicaid and other Department of Human Service or public assistance programs. The TRS and the Relay Utah equipment program is subsidized through a 2 cent telephone line surcharge.

Smash buys control of Maxima

Salt Lake City-based Smash Solutions, LLC has acquired controlling interest in Maxima Group Inc. through the purchase of 81 percent of its outstanding shares, marking the first step in Smash Solutions' plan to become a publicly traded company, according to a release from the company. According to terms of the agreement, Smash Solutions' current management has assumed full operational control of Maxima, a Utah public shell company, with Jerry Ulrich, CEO of Smash Solutions, serving as sole director.

Upon completion of a final audit of Smash Solutions' financial statements, Smash intends to have its operating business function as a subsidiary of Maxima. In addition, Smash Solutions anticipates changing the Maxima Group trading symbol, MXMG, to one that more accurately reflects the current Smash business model. Maxima recently completed a 40-to-1 split of its common stock.

Ulrich said in response to the transaction, "When we officially launched Smash nearly three years ago, I had a specific vision for the company. Today the first steps to making that vision a reality have been completed. I couldn't be more excited and grateful to everyone who's made this possible. There are still quite a few exciting announcements on the way, so stay tuned."

At Home opens Riverdale store

Plano, Texas-based home decor superstore chain At Home has opened its first Utah location in Riverdale. The 115,000-square-foot store on Riverdale Road had a grand opening ribbon-cutting ceremony on Aug. 5.

At Home stores feature a selection of more than 50,000 items — including seasonal and holiday décor, patio furni-

ture, home furnishings, wall art and decorative accents, rugs and housewares.

The new operation brings 25 jobs to Riverdale and surrounding communities. Including the Riverdale location, At Home currently operates more than 90 stores across 26 states.

At Home was founded in 1979 in Garden Ridge, Texas.

Ralph Becker
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Industry Briefs are provided as a free service to our readers. Company news information may be sent to brice@slenterprise.com. The submission deadline is one week before publication.

ASSOCIATIONS

• The Salt Lake Chamber has hired **Abby Albrecht** as a public policy area director and director of the Utah Transportation Coalition. Albrecht most recently worked for Granite Construction, having served as government and public affairs manager, which included the responsibilities of overseeing government affairs, corporate branding and gifting, marketing and business development. In 2012, she became the director for the Utah Transportation Coalition.



Abby Albrecht

BANKING

• Zions Bank, Salt Lake City, has promoted three senior managers to executive management roles over key divisions. **Tom Morgan** has been promoted to executive vice president of retail banking. He is responsible for sales and strategy of the bank's 124 branches in Utah and Idaho. Most recently, Morgan served as Central Utah Region president and has held various senior leadership positions with the company since he joined Zions in 1989. **David R.**



Tom Morgan

Gill has been promoted to executive vice president of Zions Bank's Corporate Services Division. He brings 13 years of financial industry experience to the position, including previously serving as Zions' director of corporate services. **Cristie Richards** has been named as an executive vice president in Private and Executive Banking. She previously served as senior vice president of retail strategies at Zions Bank, and has 26 years of financial industry experience.



David Gill



Cristie Richards

EDUCATION/TRAINING

• Weber State University has received approval from the Utah State Board of Regents for two new master's degree programs: an accelerated five-year Master of Science in Computer Engineering and a Master of Science in Nursing-Nurse Practitioner. With the additions, Weber State will offer 13 graduate programs. The university now will offer a new Bachelor of Science in Computer Engineering and an accelerated five-year Master of Science in Computer Engineering. More than 25 students are expected to begin the program in the College of Engineering, Applied Science & Technology in the fall semester, with anticipated growth to more

than 110 by 2020. Currently, WSU graduates about 140 students a year in its computer science programs, and those graduates have a 95 percent job-placement rate in the industry. The new Master of Science in Nursing-Nurse Practitioner (MSN-NP) will be the third track in WSU's Master of Science in Nursing program. The other two tracks are for nurse executives and for nurse educators. This is the first master's for nurse practitioners at a public institution in Utah. WSU's new MSN-NP program will be offered in a hybrid format: partially online and partially in a clinical setting. The program is housed in the Dr. Ezekiel R. Dumke College of Health Professions. It will begin in the fall of 2016 with 15 students per year, but will seek to expand once the first groups have been evaluated. WSU graduates approximately 400 baccalaureate nursing students each year.



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ENERGY/NATURAL RESOURCES

• The board of directors of **Questar Corp.**, Salt Lake City, has declared a quarterly common stock dividend of 21 cents per share. The dividend is payable Sept. 14 to shareholders of record Aug. 21. It is the same amount as for the previous quarter and represents the company's 283rd consecutive dividend.

• **FX Energy Inc.**, Salt Lake City, has completed a new five-year senior reserve based lending facility. The initial commitment of the facility is 55 million euro. The company can seek additional commitments up to 90 million euro through a new lending facility via an "embedded accordion mechanism." The initial borrowing base is 45.1 million euro, which is equivalent to about \$50 million in U.S. dollars. The agreement replaces a \$100 million facility in place since July 2013. **BNP Paribas (Suisse) SA** acted as coordinating mandated lead arranger. **ING Bank N.V.** acted as mandated lead arranger.

HOSPITALITY/FOOD SERVICE

• **Diamond Creations** has entered into an agreement with the **Salt Lake County Equestrian Park**, managed by **SMG**, to provide concession and catering services at the facility. The services debuted at the 2015 Rocky Mountain Waterfowl Festival, which took place Aug. 1-2. Diamond Creations manages the concessions at three other Utah venues: the Maverik Center in West Valley City, and USANA Amphitheater and the Utah State Fair Park in Salt Lake City. It also provides catering services at the Utah Cultural Celebration Center in West Valley City. The 30-year-old company entered the Utah market 18 years ago at the then-E Center (now the Maverik Center). It holds contracts with various venues in six other western states.

LAW

• **York Howell & Guyman**, Salt Lake City, has hired attorney **Eric Whiting**. His practice is focused on estate planning, tax, business planning and nonprofit entities. He will advise business clientele with entity selection, structuring and formation and will represent clients before the IRS and with all aspects of estate administration and probate. Whiting's education includes a bachelor's degree in economics and law and constitutional studies at Utah State University.



Eric Whiting

MANUFACTURING

• **Mechanical Service & Systems Inc.** (MSS), Salt Lake City, has appointed **Ryan Jorgensen** as executive vice president and **Mike Baldassari** as vice president responsible for construction business development. Both are shareholders at the company. Jorgensen has been with MSS for seven years, first as operations manager before becoming general manager in 2012. He has experience in business management and accounting, in and out of the mechanical industry. Baldassari has been with MSS for 14 years and is a leader in design-build mechanical construction.

• **BodyGuardz**, Lehi, has changed its corporate name to **BGZ Brands**. The change is intended to "reflect its expanded brand portfolio and broader range of product offerings." BGZ Brands will serve as the parent company of three brands: BodyGuardz, a device protection company; Lander, "expedition-inspired" accessories; and Moxyo, modern accessories.



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MEDIA/MARKETING

• **Workfront**, Lehi, has closed on a \$33 million growth round of capital. It will use the funds to execute on its business development and growth initiatives. The funding round was led by **JMI Equity**, a growth equity firm focused on investing in leading software and services companies. JMI also led Workfront's prior round of funding in February 2014.

OUTDOOR PRODUCTS/ RECREATION/SPORTS

• **Vista Outdoor Inc.**, Clearfield, has announced it intends to offer \$300 million aggregate principal amount of

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BRIEFS

from previous page

senior notes due 2023. The notes will be senior unsecured obligations of Vista Outdoor and will be guaranteed on a senior unsecured basis by certain of its existing and future domestic subsidiaries. The company plans to use the net proceeds from the offering to repay a portion of its existing indebtedness and for general corporate purposes.

PHILANTHROPY

• **Zions Bank** recently made a \$500 donation to **United Angels Foundation**, a nonprofit parent-to-parent support group. The primary mission of the foundation is to support parents and families of children with special needs through interaction, education and resources. The donation was made during an open house to celebrate the opening of the bank's new Timpanogos Highway financial center at 1432 E. 3500 N., Lehi.

RECOGNITIONS

• The **World Trade Association of Utah** is accepting nominations through Aug. 10 for Utah's **International Person and International Company of the Year**. The awards will be presented during the Utah Global Forum on Aug. 26 at the Salt Palace Convention Center. The companies will be evaluated on the percentage of revenues derived globally, the number of countries they export to or import from, the operations established in foreign countries, the number or size of international transactions, and/or the support given to the international business community in Utah. The person will be an individual who has "distinguished himself or herself in international business" within Utah. Nominations may be made at <http://utahglobalforum.com> under "Nominate An Award."

• **Grow Utah** has begun another "Concept to Company" contest. The application deadline for **Utah Game Wars** is Aug. 31. The \$25,000 contest is for new games (mobile/PC/console) or new digital entertainment technology. Eight finalists will be selected around Sept. 9. The final judging day and awards ceremony is Sept. 16. Winners will be showcased at Salt Lake Comic Con Sept. 24-26. Three winners will share \$25,000 in cash and services. The contest is organized and hosted by Grow Utah and Zions Bank. It is open to Utah residents, students and small businesses with under \$5 million in annual revenues. Games must be rated equivalent to "Teen" or lower. Digital entertainment innovations must be new or a new version (without sales). Details are at <http://www.concepttocompany.org/gaming15>.

RETAIL

• **Palm Beach Vapors**, an e-cigarette retail store, will open in Ogden. It is owned by **Stafford Sheffield**. He resigned from an executive position at a major manufacturing plant to bring the Palm Beach Vapors brand to the community after being introduced to the concept by his daughter, Lindsey. She had been working at the Palm Beach Vapors in Alabama and was saving to open her own store before Stafford decided to quit his job and cash in his stocks

so that the father-and-daughter team could open their business together.

SERVICES



Josh Aston

• **Progrexion**, Salt Lake City, has promoted **Josh Aston** to vice president of marketing. His responsibilities include developing and driving marketing strategy for the com-

pany. Aston has nearly 15 years of experience in online acquisition, lead generation, online marketing and digital marketing. He began his career with 1-800 Contacts in Draper while pursuing a bachelor's degree from Brigham Young University in business management with an emphasis in finance. He then moved to Progrexion in May of 2004, where he worked as the directors of lead generation, digital marketing and online marketing.

- Grand opening activities

will take place Aug. 15 at **Treco's** second location, at the intersection of Skyline and Ridgeline in South Ogden. The 143-unit community is a contemporary retirement option combining modern designs, amenities and technologies with convenient ways to stay connected to friends, family and the community. A public opening will take place that day from noon to 4 p.m. The first Treco community is in Orem. Treco was developed by **One Eighty**, a privately held hospitality company based in Seattle.



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Roundtrip Ft. Lauderdale

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ALASKA

7-day | May - September 2016
Between Vancouver, B.C. and Whittier
Roundtrip Seattle and San Francisco also available.

Balcony: **\$1,349*** Mini-suite: **\$1,549***

Fares based on Island Princess® 5/11/16 sailing. Taxes, fees and port expenses of up to \$215 are additional and subject to change.

ALASKA LAND & SEA VACATIONS

11-night | May - September 2016
Between Vancouver, B.C. and Anchorage

Balcony: **\$2,124*** Mini-suite: **\$2,324***

Fares based on Island Princess® 5/11/16 sailing, tour DA4. Taxes, fees and port expenses of up to \$225 are additional and subject to change.

SCANDINAVIA & RUSSIA

11-day | May - September 2016
Roundtrip Copenhagen or Berlin

Balcony: **\$2,499*** Mini-suite: **\$2,999***

Fares based on Regal Princess® 5/1/16 sailing. Taxes, fees and port expenses of up to \$210 are additional and subject to change.

MEDITERRANEAN

14-day | May - September 2016
Between Barcelona, Athens or Rome

Balcony: **3,248*** Mini-suite: **\$3,848***

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†All-Inclusive Beverage Package is applicable to voyages and cruise fares advertised in this promotion only, valid only for guests one and two per stateroom, and is not applicable during the land portion of Land & Sea Vacations. The All Inclusive Beverage Package includes beer, cocktails, spirits and glasses of wine up to \$10, all non-alcoholic beverages including bottled water, coffee, tea, and espresso specialty drinks. A 15% gratuity is included in the offer. In addition a 40% discount on bottles of wine under \$100 (gratuity not included on wine bottles). The All Inclusive Beverage Package does not include souvenir items, room service, vending machine or mini-bar items. The All Inclusive Beverage Package is available to guests one and two, who are 21 years or older. Guests one and two who are under 21 will receive the Soda and More Package. The package will be applied to the cruise card pre-boarding in the form of a sticker. The All Inclusive Beverage Package and Soda and More Package are non-transferable and do not follow guests who change promotions prior to cruising. The package may be used on a single voyage only, is not redeemable for cash at any point during the cruise and expires at the end of that voyage. Offer is not transferable and may not be combinable with other select offers or other onboard credits. Package type will be assigned prior to sailing based on age of passenger.

**3rd or 4th guests up to 50% off is based on a discount off the third and/or fourth person fares in the same stateroom as the first and second guests. Discount is taken at the time of booking and does not apply to Holiday voyages. Offer has limited space.

‡Specialty Dining voucher is applicable to voyages and cruise fares advertised in this promotion only, valid only for guests one and two per stateroom, and is not applicable during the land portion of Land & Sea Vacations. Voucher will be delivered to the stateroom upon embarkation. Princess Cruises reserves the right to pre-assign Specialty Dining times. Voucher may be used on a single voyage only, is not redeemable for cash and expires at the end of that voyage. Offer is not transferable and may not be combinable with other select offers or other onboard credits. Specialty Dining voucher is quoted in U.S. Dollars.

*Fares apply to minimum lead-in categories on a space-available basis at time of booking. Fares for other categories, sailings and cruisetours may vary. Fares are per person, non-air, cruise- or cruisetour-only, based on double occupancy and apply to the first two guests in a stateroom. Offer has limited space regardless of cabin availability. These fares do not apply to exclusive occupants or third/fourth-berth guests. Taxes, Fees and Port Expenses of \$65-\$360 are additional and subject to change. This offer is not combinable with Casino offers and Air promotions and may not be combinable with any other public, group or past guest discount. Offer is available to residents of the 50 United States, Canada, Puerto Rico, Mexico, Bermuda and the District of Columbia who are 21 years of age or older and receive this offer. Deposits made under this promotion are refundable. Fares quoted in U.S. dollars. Please refer to princess.com for terms, conditions and definitions that apply to all bookings.

Offer valid: July 9 - August 18, 2015 Reference campaign code PPSMD021/PPSMD421. Promo code R7-

Note: For assistance reserving a wheelchair-accessible stateroom, please contact customer service at 1-800-774-6237.

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*Please call us before you start your project (pre-approval is required for lighting retrofit incentives).



Let's turn the answers on.

Pictured from left: Hunter Shaheen, Iron County school district's energy manager; and Tom Heaton, customer and community manager, Rocky Mountain Power.

Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to brice@senterprise.com. The submission deadline is one week before publication.

Aug. 10

2015 Entrepreneur Event, presented by the University of Phoenix. Theme is "Start Small; Think Big: Take Your Business to the Next Level." Event includes a workshop titled "Moving Your Business Forward" from 6-8 p.m. and networking forum, 7:30-8 p.m. Location is Utah Campus, 5373 S. Green St., Suite 300, Salt Lake City. Details are at Phoenix/edu.thinkbig.

Aug. 11, 7:30-9 a.m.

Breakfast With Champions, a West Jordan Chamber of Commerce event. Location is Staybridge Suites, 747 Blue Vista Lane, Midvale. Details are at westjordanchamber.com.

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

Business Learning Series, a Holladay Chamber of Commerce event. Speaker Shahar Boyhanan of BuzzBooster Media will discuss "Using YouTube and Google Hangouts for Business." Location is Holladay City Hall, Little Cottonwood Room, 4580 S. 2300 E., Holladay. Free for chamber members, \$10 for nonmembers. This is a brown-bag event, with boxed luncheon available pre-purchased during registration for \$15. Registration can be completed at Eventbrite.com.

Aug. 12, 11:30 a.m.-1 p.m.

Connect 4 Luncheon, a Sandy Area Chamber of Commerce networking event. Location is HuHot Mongolian Grill, 10835 S. State St., Sandy. Cost is \$15 for chamber members, \$20 for guests. Details are at sandychamber.com.

Aug. 12, 3-5 p.m.

"Demographics for Dummies," a Salt Lake Chamber "Business Essentials" event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

Aug. 12, 5-7 p.m.

Business After Hours Mixer, an Ogden Weber Chamber of Commerce event. Location is Weber State University. Cost is \$10. Details are at ogdenweberchamber.com.

Aug. 13-15, 10 a.m.-6 p.m.

Womenpreneurs Workshop, presented by Impact Hub Salt Lake. Event is designed to teach insider strategies and tactics needed to build a successful business

and life. Location is Impact Hub Salt Lake, 150 S. State St., No. 1, Salt Lake City. Multiple ticket options are available. Details are at <http://saltlake.impacthub.net/womenpreneurs-workshop2/>.

Aug. 13, 7:30-9 a.m.

UTC Diversified Insurance Clinic titled "Building Scalable Insurance Programs for Each Growth Stage of a Technology Company," a Utah Technology Council (UTC) event. Spencer Hoole, president and chief executive officer of Diversified Insurance Group, will discuss how technology companies can build a scalable insurance program in each stage of growth, including start-up, emerging growth, pre-IPO and mature industry leader. Location is Diversified Insurance Group, 136 E. South Temple, Suite 2300, Salt Lake City. Free for UTC members, \$40 for nonmembers. Details are at utahtech.org.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is from Minuteman Rx. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at murraychamber.org.

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

WIB Networking Luncheon, a Davis Chamber of Commerce event. Speaker Paul Heslop will discuss "Building a Business from the Ground Up: Seeing Opportunities in Business and Life." Location is Megaplex Theaters, 1075 Legacy Crossing, Centerville. Cost is \$15 through online RSVP, \$20 at the door. Details are at davischamberofcommerce.com.

Aug. 13, noon-1:30 p.m.

Cybersecurity Tech Talk, a Women's Tech Council event. Speaker Jennifer Weedon of FireEye will discuss IT security trends. Location is Zions Bank, 1 S. Main St., Salt Lake City. Cost is \$25 for members, \$30 for nonmembers. Registration can be completed at Eventbrite.com.

Aug. 15, 10 a.m.-2 p.m.

"Back 2 School, Back 2 Work" Career & Resource Fair, part of 2015 Pacific Island Heritage Month. Location is Valley Fair Mall, 3601 S. 2700 W., West Valley City. Details are available at info@pikk2ar.info or (801) 793-4639.

Aug. 17, 7 a.m.-1 p.m.

Chamber Golf Classic Tournament, an Ogden Weber Chamber of Commerce event. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is \$175 per player. Sponsorships are available. Details

are at www.ogdenweberchamber.com.

Aug. 18, 7:30-9 a.m.

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Speaker is Bob Nicoll, founder of the Life is for Giving Foundation. Location is 9350 S. 150 E., ninth floor, Sandy. Details are at sandychamber.com.

Aug. 18, 11:30 a.m.-1 p.m.

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Details are at davischamberofcommerce.com.

Aug. 18, 11:30 a.m.-1 p.m.

Women in Business Lunch Meeting, a Murray Area Chamber of Commerce event. Speaker is Darris Howe, vice president and state director at University of Phoenix. Location is University of Phoenix, 5376 S. Green St., Murray. Cost is \$15 with prepaid RSVP, \$20 after Aug. 17 or at the door. Details are at murraychamber.org.

Aug. 19-20

NDIA/AIA Utah STEM Call-To-Action Forum, presented by the National Defense Industrial Association and the Aerospace Industries Association. Event features several panel discussions. Location is Weber State University's Shepherd Union Ballroom, 3910 W. Campus Drive, Ogden. Details are available at <http://www.ndia.org/meetings/>.

Aug. 19, 7:30-9 a.m.

Employer Seminar and Breakfast, a Utah Department of Workforce Services event. Speaker Holly Heffron, community relations specialist at the University of Phoenix' Utah campus, will discuss "Secrets of Santa: Leadership and Workplace Efficiency." Location is Davis Applied Technology College, Northfront Business Resource Center, 450 S. Simmons Way, Kaysville. Cost is \$10. RSVPs can be completed by Aug. 17 by contacting Janette Smith at janette.smith@datc.edu or (801) 593-2205.

Aug. 19, 3:30-5 p.m.

"Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber event. Presented by Deb Bilbao, business consultant at the chamber's Women's Business Center. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

Aug. 20, 11:30 a.m.-1:30 p.m.

Joint Luncheon of the Utah Technology Council (UTC),

MountainWest Capital Network (MWCN) and the Wayne Brown Institute (WBI). Bryan Ritchie, executive director of technology and venture commercialization and associate vice president for research commercialization at the University of Utah, will discuss "Trends and Opportunities to Commercialize University Technologies." Location is Thanksgiving Point, Garden Room, 3900 N. Garden Drive, Lehi. Cost is \$45. Details are at utahtech.org.

Aug. 20, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at davischamberofcommerce.com.

Aug. 20, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker to be announced. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at murraychamber.org.

Aug. 20, 5:30-8 p.m.

15th Annual Women in Business Summer Social, organized by the Salt Lake Chamber's Business Women Forum to support the chamber's Women's Business Center. Event will introduce the Women's Business Center's Woman Entrepreneur of the Year and feature "Gatsby" ambiance, an upscale silent auction, live entertainment and networking. Location is Upstairs at the Gallivan, 239 S. Main St., Salt Lake City. Cost is \$70, \$75 the day of the event. Sponsorships are available. Details are at slchamber.com.

Aug. 24, 11:30 a.m.-1 p.m.

Cottonwood Heights Quarterly Business Luncheon, featuring an opportunity to meet the Cottonwood Heights mayor and city officials. Location is Market Street Grill, 2985 Cottonwood Parkway, Cottonwood Heights. Free. RSVP by Aug. 19 to pkindler@ch.utah.gov or msanchez@ch.utah.gov.

Aug. 25, 8-9:30 a.m.

"Healthcare Cost Management Benefits Symposium Meeting 4," an Employers Council (EC) event. Jeana Hutchings, benefits practice leader and partner, Diversified Insurance Group, and Bart Preston, director of sales and marketing, HCA Mountain Division, will discuss what companies can do to manage healthcare costs. Location is the Employers Council, 175 W. 200 S., Suite 2005, Salt Lake City.

Cost is \$95 for EC members, \$130 for nonmembers. Details are at ecutah.org.

Aug. 26, 8 a.m.-1:30 p.m.

Utah Global Forum, presented by World Trade Center Utah, the Governor's Office of Economic Development and the Salt Lake Chamber. Event will feature a dialogue about how businesses can expand beyond local borders and develop a strategy of expansion into the global marketplace through importing opportunities and service exports. A special focus will be on foreign direct investment (FDI) into Utah. Keynote speaker is U.S. Sen. Jeff Flake of Arizona, who serves as a member of the subcommittees on East Asian and Pacific Affairs, European Affairs, International Development and Foreign Assistance, Economic Affairs, and International Environmental Protection and Peace Corps. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$90. Details are at utahglobalforum.com.

Aug. 26, 8-10 a.m.

"Form I-9 Administration Basics," an Employers Council (EC) workshop designed to help participants gain a practical understanding of the critical Form I-9 compliance requirements. Location is the Employers Council, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at ecutah.org.

Aug. 26, 10 a.m.-2:30 p.m.

Business Expo, a Sandy Area Chamber of Commerce event. Location is South Towne Expo Center, 9575 S. State St., Sandy. Booths are \$50 for chamber members, with the reservation deadline being Aug. 12 (cost is \$75 thereafter). Details are available by contacting Leesha Francis at (801) 727-4503 or leesha@sandychamber.com.

Aug. 26, 11 a.m.-1 a.m.

Women in Business Luncheon, a West Jordan Chamber of Commerce event. Speaker is Tiffany Walke Peterson of The Lighthouse Principles. Location is the West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Cost is \$20 for members, \$25 for nonmembers. Details are at westjordanchamber.com.

Aug. 27, 8:30 a.m.

2015 ACG Golf Tournament, an ACG (Association for Corporate Growth) Utah event. Event begins with 7:30 a.m. breakfast and reg-

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CALENDAR

from page 9

istration, followed by an 8:30 a.m. shotgun start. Lunch and awards follow play. Location is Eaglewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers, \$1,000 for foursomes. Sponsorship opportunities are available. Details are available by contacting Linda Blake at linda@acgutah.org.

Aug. 27, 8:30-10 a.m.

“50+ Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber event that is a special edition of its monthly Jump Start training and designed for people 50 and older. Presented by Deb Bilbao, business consultant at the chamber’s Women’s Business Center. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

Aug. 27, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Topic is “Business Preparedness.” Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at murray-chamber.org.

Aug. 27, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Christopher’s Prime Steak House, 134 W. Pierpont Ave., Salt Lake City. Cost is \$7 for early-bird members (before Aug. 14), \$10 for members, \$15 for nonmembers. Details are at slchamber.com.

Aug. 28, 8 a.m.-3 p.m.

Africa Day Business Conference, part of the African Chamber of Commerce’s efforts to identify and enhance investment opportunities, foster networks and nurture cultural exchange to promote business execution between Utah and African businesses. Event will offer perspectives from Utah companies successfully doing business in Africa and recommendations from African business owners and officials for doing business in their countries. Location is Zions Bank Founders Room, 1 S. Main St., Salt Lake City. Details are at (801) 872-8350 or info@accutah.org.

Aug. 31-Sept. 5

StartFEST, a startup festival presented by Beehive Startups. Event will include education, entertainment, adventure, collaboration and fun. Location is the Covey Center for the Arts, 425 W. Center St., Provo, plus venues along Center Street. Prices vary, with an all-access pass costing

\$50. Details are at <https://startfestival.com>.

Sept. 1, 8 a.m.-noon

LGBT Rights in the Workplace, an Employers Council (EC) event. Speakers include Bob Coursey, Employers Council attorney; Sherrie Hayashi, commissioner of the Utah Labor Commission; and Diane Thompson, attorney with Ballard Spahr. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$139 for EC members, \$209 for nonmembers. Details are at ecutah.org.

Sept. 1, 8 a.m.-noon

Utah Solutions Summit 2015, with the theme “Utah Works: America’s Idea Factory for the 21st Century.” Discussion will focus on ideas that have made Utah an “extraordinary place to live, work and play” and how the “Utah Model” can be leveraged as the idea factory that creates a better future for America. Location is Hale Centre Theatre, 3333 Decker Lake Drive, West Valley City. Cost is \$25. Sponsorships are available. Details are at slchamber.com.

Sept. 2, 8:30-10 a.m.

“Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber event. Presented by Deb Bilbao, business consultant at the chamber’s Women’s Business Center. Location is the Salt Lake

Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

Sept. 4, 8:45-11 a.m.

“Networking Without Limits,” a Salt Lake Chamber event. Jim Woodard of CCI Mechanical Services will discuss “Building Better Business Relationships.” Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at slchamber.com.

Sept. 9, 8:30 a.m.-3:30 p.m.

UMA (Utah Manufacturers Association) Summit. Activities include a keynote presentation titled “Surviving the Over-Wired World” by Sherry Fitts; a CEO panel Q&A featuring representatives from Boeing, Futura, MityLite, Norbest and Black Diamond; a “best practices” panel; announcement of Best Practices Award winners; and sessions with topics including “Continuous Improvement,” “Industry Initiatives in the Environment” and “Company Culture.” Location is Little America Hotel, 500 S. Main St., Salt Lake City. Details are at umaweb.org.

Sept. 9, 8:30-9:30 a.m.

“Grow As You Go,” a World Trade Center Utah “10 Tips

Seminar” about using trade shows and trade missions to explore markets, test demand and meet potential partners. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Details are at wtcutah.com.

Sept. 9, 3-5 p.m.

“Earn It, Keep It: Avoiding Financial Mistakes,” a Salt Lake Chamber “Business Essentials” event. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

Sept. 10, 7 a.m.-4 p.m.

2015 Uinta Basin Energy Summit. Location is the Uintah Conference Center, 313 W. 200 S., Vernal. Registration is available at <http://bit.ly/UBES2015>.

Sept. 10, 9 a.m.-3 p.m.

2015 Job Summit. Event will feature keynote speakers offering both businesses and college students advice and tips on positioning themselves in a highly competitive job market. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Details are at utatech.org.

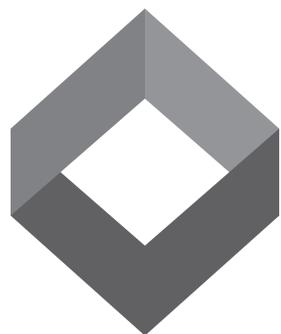
Sept. 10, 3-7 p.m.

see **CALENDAR** pg. 17

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Jaelynn Jenkins, Moderator



Drawn to the legal profession by a passion for problem solving, Jaelynn practices law with the firm of Fetzer Simonson Booth Jenkins in Salt Lake City with a focus on business law, estate planning, adoptions and general litigation.

Ashley Francis



Ashley has been an event planner and designer for the past five years at Pierpont Place and recently started her own company named Areum Event Co. She specializes in event design, production, lighting and floral work.

Nancy Mitchell



Nancy is a consultant/mentor to small-business owners, specializing in business plan writing, marketing plans, and federal government certification for women-owned and minority-owned businesses.

MaryPat Kavanagh



MaryPat is the founder and CEO of Strategic Results Marketing and LawMax Marketing. She has owned retail businesses, restaurants and consulting practices and has been extremely involved in her community for her entire professional career.

Ivy Earnest



Ivonna "Ivy" has owned Boozetique and E3 Modern for three years, specializing in hi-fi audio, art, wine and cocktail accessories. Married to Josh, they have three daughters. She received a BFA from the UofU in 2000 and was a web designer.

Liz Galloway



Liz is a writer, PR and media marketer. She launched Latitude 38 to pair her interests and "give back to the community" she visits. She has taught English in Africa and did groundwork for her writing projects in Central America.

WOMEN IN BUSINESS FORUM

presented by:



The life span of your business

Jaelynn Jenkins: How did you start your business?

Ashley: I started my business just a few months ago. I had been working under my boss for about five years and I realized I wanted to do things my way. I didn't necessarily want to start my own thing because I've done it before and it's definitely difficult, but I just told myself I need to push and just do it. It's a learning process and every day I learn something new.

Nancy: I started my business after I moved here in 1981. I went to work for a women's magazine called *Network Magazine* in the advertising department. Working there was the greatest training program because I got to meet all the women business owners in Salt Lake City plus other businesses trying to reach women.

Robyn Brickey



Robyn is a performance coach and has earned both professional and firm certifications from HR Coach International. Her services include organizational evaluations and assessments, HR training, performance coaching, mediation and project services.

MaryPat: I started Strategic Results Marketing in 1999. I worked at a radio station before then and discovered that my clients had better advertising results when I was in charge of more of their marketing and able to direct those efforts in a broader way. One of my clients told me one day, "You really need to be charging for everything that you do; I would be willing to pay." So that was my first client. It has ebbed and flowed and changed over the last 16 years as it's grown.

Ivy: A friend had a coffee shop downtown and was leaving this really cool, old building. My husband wanted the building for his business, so we rented out the building and I thought I could use part of it for an art gallery. I waited for people to come flooding in and they didn't. One day I was going to the wine store, which is right next to my business, and I thought, "Why can't I just sell wine bags?" I bought some inventory and sold pretty much all of it right before Christmas. Then I sold the house and I put all the money from the house into it. Now it's growing because it's a niche market in Utah.

Liz: Launching Latitude 38 has been a culmination of my past 15 years in marketing, working in tourism overseas, particularly with wellness and boutique locations and luxury locations, and my love of the outdoors

and adventure sports. I figured, "I'll go ahead and pair all of the things that I love: outdoor, travel, adventure, adrenaline, camping and fitness and create a venue where people can go out and have a good time camping with a luxury aspect." I'm looking forward to growing it.

Robyn: When I had my young children, I quit my 9-to-5 job and stayed home for a couple of years and did mediation, which required a lot of evenings. Balancing everything was difficult. I wanted control over my job, I wanted flexibility, I wanted to get paid what I am worth, so I decided the only way to do that was to own my own business. I started out by assessing my past experiences and how to blend all of those together in the best way, and coaching just kind of made itself available to me. So I went to HR Coach Institute to get certified and then started putting myself out there.

Jaelynn: So you all got into it for various reasons. I also heard several things about resources you use. What tools did you use to get started, or what professionals did you use, or what professionals should you have used or wish you could have used starting out?

Ashley: I used mentorship. My previ-

see FORUM next page

FORUM

from previous page

ous boss helped me learn the business and how things are done. I also realized there was more information to be had, so I just sought it out. I don't want to be that woman that thinks that she knows everything and yet she doesn't ever evolve and learn, so I'm always evolving and learning and not limiting myself.

Nancy: I think mentoring has been a huge part of my development, for me as both a mentor and mentee. But I think my biggest resource has been networking. Networking, getting out there and meeting people, no matter what field you're in, is key to the success of your business.

MaryPat: Mentorship was huge. I had amazing people step up into my life and ask to help me. I knew how to do marketing and I knew about building relationships, but I didn't know how to run a business so I really did learn in the school of hard knocks. The tools that I have used to help grow my business have been a combination of mentorship and networking. The chamber of commerce in the various communities I've lived in has been instrumental for me, and in the last decade or so NAWBO has been my location of choice for mentorship.

Jaelynn: MaryPat, you touched on going through the school of hard knocks. I think as a new business owner you don't always have the money to hire professionals. If you had to give advice to a business owner, what professional would you say to prioritize? Is there one professional that you would say is a good place to put your money right at the beginning?

Liz: I would say an attorney. Get all of your legal documents in place.

Nancy: I think marketing is key. I mean, if you can't get yourself out there and get your business known, you have nothing. So you really have to understand your market, know who your target audience is, and how to reach them, so you really have to have a great marketing plan in order to succeed.

MaryPat: I think it depends on whether you're a sole proprietor or you're going into business with a

partner, because I've done both. When I went into business with a partner, the first person that we talked to was an attorney to lay out an exit strategy, and that was the single most important thing I've ever done. If you're going into business with somebody else it's key, because breaking up with your business partner is worse than getting divorced.

Jaelynn: That's a great point, and as an attorney myself, I've seen when there haven't been proper exit strategies for partnerships put into place at the beginning. That's really part of our discussion about the life span of a business, so let's go ahead and jump to that. Have you thought about exit planning, why do you think it would be necessary, and what do you suggest?

MaryPat: I do not have an exit strategy, and I find that because I'm no longer in a partnership and it's just myself running my business, it's really hard for me to stop and take the time to figure out where I want to be at the end of all of this.

Robyn: My goal is to make my business a boutique firm, and really be selective in the clientele that I choose. So I have that plan of where I want to go, and I think that when I get to the point where other aspects of my life become a priority then I'll know that it's time to shut the doors.

Jaelynn: Touching off of what Robyn and MaryPat said, we often think of exit planning as how to get out of a bad situation with a partner or as a shareholder in a company, but exit-planning strategy is also for independent or sole proprietors. At some point you may want to retire or sell your business, so there are tactics for exit-planning for you as well. Any other thoughts on that?

Liz: No one ever wants to think that their business won't work or that at some point they won't be able to do it, but I think it's really important to be able to have a Plan B, something going on the back burner to fall back on. There's also the retirement plan: What do I need to get set aside and do I need to put money in an investment to grow? I don't think many solopreneurs look at exit strategies in such a formal way.

Jaelynn: We've talked about the

beginning of your business and the end, so let's talk about the middle. I think a lot of people have questions about growing their business. What growing pains have you felt, and what do you think the best way to deal with growing pains is?

Robyn: I think one of my challenges was knowing my own weaknesses and being able to build on my strengths, so I ended up getting my own coach. That was eye-opening for me to be able to have someone on the outside help me see outside of the box. It's easy to get tunnel vision when you have passion and drive, but you need to have a strategy as well, otherwise you're a gerbil spinning on a wheel and you're just busy being busy all the time.

MaryPat: I work a lot with my clients who struggle with hiring that next person they need for growth. They're in that place where you've got too much on your plate to do it yourself, yet you can't afford to hire someone to do it for you. I think it's a constant struggle that we continually endure, and I don't have answers.

Liz: I think growing pains can also be internal. You're struggling with yourself, wondering if you can do it, so it's a growing pain to take it all on and tell yourself you can handle it and stay confident with that, and surround yourself with the right people that keep you motivated.

Nancy: Hiring people, that is difficult. Some people present themselves really well, and even though you check out their resumes and their references, there are still things in some peoples' backgrounds that you wish you had known when you hired them. Hiring the right people to fulfill the needs of your business is the worst thing about growing.

Jaelynn: Tell me the one thing you've learned today about the life span of a business, or the one tip you would give to other women business owners about planning for the life span of your business?

MaryPat: I was reminded today of the importance of your exit strategy — knowing where you're going so that you can effectively get there.

Robyn: I would agree with MaryPat,

that being a solo business owner I hadn't thought of the possibilities of what to do with everything once I'm done. You want to have a plan to pass your dream on to somebody else and see all of the work you've done continue on.

Ivy: I was just thinking that you have to define your exit strategy. My exit strategy is just to have this business work and progress, but you have to define that for yourself.

Nancy: Something I always consult my clients about is risk. I had a client who had four or five employees, and he was in a truck accident. All of his employees lost their jobs and he lost his business. People need to be aware that they have to cover their risks in whatever way they can, including insurance. It's an important thing to look at when you're starting your business.

Liz: Delegate, because you can't do it all yourself. Listen, because you always have something to learn. I personally believe in leaping before you're ready; just go ahead and take the leap anyway.

Robyn: You will never feel ready. You will always feel like there's knowledge and experience you don't have, and that there's more you can do before you jump in the water. If you let that fear block you, you'll never succeed. I've heard a lot today that people who have been in business for a long time still have uncertainties and things to learn and are still trying to grow and improve their process. What's important for both people who are starting out and those who have been in business a long time is to remember that you're constantly evolving.



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EARNING

from page 4

"The decrease in fiscal 2015 third quarter net sales of 2.2 percent was primarily related to international customers and, to a lesser extent, private label accounts," Bill Gay, chairman and chief executive officer, said in announcing the results. "International sales continued to be impacted negatively by the stronger U.S. dollar and fewer orders from certain international customers."

Gay noted that larger natural food market chains continue their roll-out in most major US markets.

"This is requiring the smaller and medium-sized health food stores to become more competitive in order to prosper or even survive. While we continue our historical support of these independent health food stores, some are not responding quickly enough and are struggling and facing the choice of closing or selling locations. This is resulting in a pronounced shift of customers to larger natural food stores."

But the growth of larger chains "seems to be offsetting corresponding declines in smaller stores. We believe that the size and breadth of our brand and product offering should enable us to continue to be a primary

supplier for larger stores and that we are positioned to capitalize on this changing marketplace."

Control4

Control4, based in Salt Lake City, reported net income of \$2 million, or 8 cents per share, for the second quarter ended June 30. The company reported similar figures for the 2014 second quarter.

Revenues in the most recent quarter totaled \$44.6 million, up from \$36.7 million in the 2014 second quarter.

Control4 provides automation systems for homes and businesses.

"Our double-digit growth rate resumed in March and then continued in the second quarter, resulting in our highest revenue quarter ever," Martin Plaehn, chairman and chief executive officer, said in announcing the results. "We are confident in the competitiveness and value proposition of our core automation solutions — intelligent lighting, multi-room audio and video, family-room entertainment, and safety and security offerings, all powered by the Control4 platform."

Dan Strong, chief financial officer, said the quarter's revenue growth "was propelled by strong fundamental demand across multiple geographies and across all aspects of our product portfolio."

PARK CITY

from page 1

between the stops on Pine Cone Ridge, which was previously the boundary of the two resorts. The gondola is set to open this fall for the 2015-2016 winter season.

"We are thrilled to invest in Utah and create a world-class resort," said Rock at a press event unveiling the expansion at Legacy Lodge in front of a large crowd of resort representatives, the business community, fans of the resort and Park City municipal officials. Colorado-based Vail Resorts owns PCMR and operated Canyons Resort as part of a long-term agreement with the Talisker corporate family. The simple name is a result of a complicated set of circumstances that led to Colorado-based Vail Resorts acquiring PCMR in 2014, according to resort officials.

Resort officials announced the gondola will be called Quicksilver, a name meant to convey the speed of the gondola and harken back to Park City's silver-mining days. It had been referred to as the Interconnect Gondola in recent months. The gondola will carry eight people per cabin from the bottom of the Silverlode lift on the PCMR terrain to the Flatiron lift at the Canyons Resort terrain, covering 7,650 feet or nearly 1 1/2 miles.

The ride will last between 8 1/2 minutes and nine minutes.

They also said the name of a new restaurant at the base of the gondola close to the Silverlode lift will be Miners Camp. The restaurant had been called Snow Hut for years. The new restaurant will accommodate more people than the older one. Miners Camp and the gondola are seen as the most important upgrades in Vail Resorts' \$50 million in upgrades planned in anticipation of the upcoming ski season.

The resort unveiled a new logo that uses the name Park City and a Canyons Resort marking that resembles the infinity symbol. It is red, the primary color of PCMR, rather than orange that had been used by Canyons Resort.

The crowd at the announcement event was told the base at the former Canyons Resort will be called Canyons Village. Staff uniforms will be the same across the combined property and the slogan "I Ride Park City" will remain.

In an interview, Rock explained the idea of marketing the resort as Park City rather than Park City Mountain Resort. He said people see the destination as Park City.

"Park City Mountain Resort is the official name of the business. But, you know, people out in the world, when they think about where are they going to go ski, they say, 'I'm going to ski in

Park City.' And everybody knows Park City is one. That's why we said there's only one. There's one destination," Rock said.

Rock said that the \$50 million in capital improvements include \$5 million in "critical upgrades" such as maintenance work, in addition to the \$5 million already budgeted; upgrades to the King Con and Motherlode chairlifts; a new restaurant at the base of the Quicksilver, which can seat 500 people indoors and is expected to have a "top-of-the-line kitchen", and increased snowmaking.

DESERET

from page 1

ance with federal safety regulations. These corrective actions included, among others, ensuring that Deseret's leased and company-owned vehicles were systematically inspected, repaired and maintained.

Between January and May 2015, Deseret was subject to 15 vehicle inspections. On seven occasions, safety inspectors found serious violations that included defective brakes and brake warning systems, insufficient tire-tread, broken leaf springs and exhaust leaks.

Deseret declined to comment further than confirming receipt of the order to cease operation and that it was working with federal officials on the situation.

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Cold calling is dead; some salespeople just don't know it yet

Cold calling is over. The only people who don't realize it are the people still making them. Or worse, their bosses.

I am in a LinkedIn group called "Sales Gravy." I'm following a thread about the ROI of cold calling. It's interesting to see how salespeople view cold calling.

As you read my posts, you will gain insight to my philosophy and get a few sales tips on how to AVOID cold calling FOREVER.

There were more than 100 other posts. Here are mine:

• My definition of cold calling since 1992 has been "waste of time." I have upgraded it since the onset of the Internet to "total waste of time." Oh, some people make sales cold calling — but not nearly as many as with referrals, by a margin of 50-1. Whatever your thoughts are about cold calling, one fact is undeniable: Of all the options, the cold call is BY FAR the lowest percentage sales call.

• Which would you rather have, 100 cold calls or 100 referrals? People have to cold call because they are transactional with customers (they have a hunter-farmer, 1970s mentality) and don't take the time to build memorable

relationships that lead to referrals. Instead of spending a day cold calling, why not spend a day with existing customers to EARN referrals.

• Focus on delivering real value to your best customers and relationships will blossom. Real revenue comes from long-term relationships, not one-shot deals.

Anyone trying to tell me that cold calls work, or "I made a lot of money cold calling," will get my agreement. I did it, and have made a lot of money cold calling. BUT I have made millions by writing, positioning, delivering value first and creating a reputation of excellence. And I recommend you do the same.

• Someone's post: "The only accurate statistic I can quote is, 'You miss 100 percent of the shots you don't take.'" My response: Eh, almost, Bill. Closer to accuracy is, "You only miss 100 percent of the cold calls you do make."

• As I said in my other posts, some people have success cold calling. I have had success cold calling — at the C-suite (with referred inside information) — but with reputation, relationships and referrals, it blows away all stats on cold calling and reduces the sales cycle time from connection to sale.

You can say all you want about how great cold calling is, but the fact remains it's the lowest percentage of sale among the options available. There is a bright side to cold calling: It's a great place to learn how to sell. It calls for real mental agility to get to the real decision maker, and preparation combined with creativity once you do. And you feel GREAT when you finally do make the sale. But in today's business world, where most cold calling takes place on the phone or online, you're much better off with a referral — or better — when someone calls you.

• If you're in sales, you should spend the majority of your time in front of people who can say "yes" to you. If you're making cold calls, the majority of your time is wasted on people saying "no."

• No wonder everyone fails at cold calling — no one gets what the real objective is: GET TO THE DECISION MAKER, AND CREATE THE ATMOSPHERE WHERE HE OR SHE WANTS TO BUY (not to sell them). Until that takes place, the ROI on cold calling is under zero. REALITY: The cost of lost opportunity for not investing your time in other sales-generating activities — like earning referrals — relegates you to having to cold call. The three elements are NOT: art, best practice and science. There are four

elements: ENGAGE, PROVIDE VALUE, PROVE WORTH AND GET A SIGNED CONTRACT — any other results are an utter waste of time and effort, not to mention an annoyed potential prospect, lost forever.

• I've been reading with amusement all the comments that have been posted about "how to" cold call — the one above is a classic example. Here is an exact quote from the post: "And here is a by-product of cold-calling: when you call in, you learn where the receptionist sends salespeople. That is, NOW you know where your competition is being sent and you can make sure to protect that entry point in the future." It's sharp thinking, and a great sales thought — it's just starting at the bottom, and a rehash of 1980's thinking — and it takes five calls to get anywhere. If you used the business power of LinkedIn or the social media power of Twitter and Facebook, this kind of sales stealth would not be necessary. Today, sales is NOT about one out of 10 calls, or getting through the gatekeeper, or calling and hanging up.

Interesting that most of the people posting have few if any LinkedIn connections, almost no recommendations, no Facebook fan page and under 250 Twitter followers. In other words, they are

doing things the way I did things in 1975 (taking freight elevators in NYC to get to the floor of the buyer and walking in with no appointment). It was fun — and got results — but there was no Internet, and the world was receptive to salespeople.

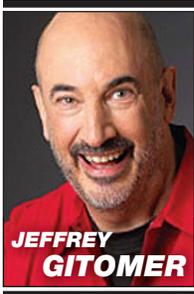
Not the case these days. Not ONE of these contributors talked about e-zine, blog, earning referrals, writing an article in an industry publication or giving a speech at a trade show — all ways modern cold calling — resulting in people wanting to connect with YOU.

Periodically cold-calling your customers is NOT a good idea, sending them a value-based e-zine once a week is — then maybe the customer or the prospect will call you. That's not a cold call; that's a HOT call.

OK, there's my current thinking on cold calls. And some will argue that cold calling has and is working for them. Great, good luck — two out a hundred if you're a great salesperson. I'll take 100 referrals anytime.

Jeffrey Gitomer is the author of 12 best-selling books, including *The Sales Bible*, *The Little Red Book of Selling*, *The Little Gold Book of Yes! Attitude*, and *21.5 Unbreakable Laws of Selling*.

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CALENDAR

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Business After Hours Ambassador Classic, a Sandy Area Chamber of Commerce event. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Cost is \$25. Sponsorships are available. Details are at sandychamber.com.

Sept. 10, 6:30-8 p.m.

“Create an Inviting Instagram/Pinterest Platform,” a workshop that is part of a Social Media Boot Camp series presented by Cottonwood Heights. Lydia Martinez, Whole Foods marketing specialist, will discuss how to create and post photos that will promote an increase in customer interaction. Location is Cottonwood Heights City Hall, first floor training room, 1265 E. Fort Union Blvd., Cottonwood Heights. Free. Registration can be completed by contacting Peri Kinder at pkinder@ch.utah.gov or (801) 944-7067.

Sept. 15, 11:30 a.m.-1:30 p.m.

Regulation Round Table Series: Utah’s Life Sciences Industry, a Salt Lake Chamber event focusing on key regulatory barriers that impede Utah’s life science industry. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City.

Free, but registration is required. Details are at slchamber.org.

Sept. 16-17

Utah Purpose Economy and Business Sustainability Conference (UPEC), presented by P3 Utah. Theme is “Scaling Up Impact.” Event features activities focused on business sustainability and networking: keynote presentations, workshops and a local leader panel discussion. Location is the University of Utah Guest House Conference Center, 110 Fort Douglas Blvd., Salt Lake City. Details are at www.p3utah.org.

Sept. 16, 8-10 a.m.

“Documentation Fundamentals,” an Employers Council (EC) event. Workshop offers attendees information about the fundamentals of good workplace documentation. Location is Employers Council 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at ecutah.org.

Sept. 16, 3:30-5 p.m.

“Jump Start: Intro to Entrepreneurship,” a Salt Lake Chamber event. Presented by Deb Bilbao, business consultant at the chamber’s Women’s Business Center. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at

slchamber.com.

Sept. 17, 6:30-8 p.m.

“Getting the Most Out of Google+,” a workshop that is part of a Social Media Boot Camp series presented by Cottonwood Heights. AnnaLaura Brown of Spectrum of Wellness will discuss the many applications and programs available for business on Google+. Location is Cottonwood Heights City Hall, first floor training room, 1265 E. Fort Union Blvd., Cottonwood Heights. Free. Registration can be completed by contacting Peri Kinder at pkinder@ch.utah.gov or (801) 944-7067.

Sept. 22, noon-1:30 p.m.

Eighth Annual Women Tech Council (WTC) Awards Luncheon. Sixteen women in the technology industry will be honored. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$85 for WTC members, \$95 for nonmembers; tables of 10 are available for \$750. Details are at womentechcouncil.org.

Sept. 23, 3-5 p.m.

“One-On-One With a Social Media Expert,” a Salt Lake Chamber “Business Essentials” event. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10.

Details are at slchamber.com.

Sept. 24, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is the Humane Society of Utah, 4242 S. 300 W., Murray. Cost is \$7 for early birds, \$10 for members after Sept. 11, \$15 for nonmembers. Details are at slchamber.com.

Sept. 24, 6:30-8 p.m.

“Using YouTube to Tell Your Story,” a workshop that is part of a Social Media Boot Camp series presented by Cottonwood Heights. Shahar Boyayan, co-founder of digital media company Buzz Booster, will explain how video content and brain-based branding can help businesses reach more customers. Location is Cottonwood Heights City Hall, first floor training room, 1265 E. Fort Union Blvd., Cottonwood Heights. Free. Registration can be completed by contacting Peri Kinder at pkinder@ch.utah.gov or (801) 944-7067.

Sept. 29-30

“2015 USTAR Confluence: Where Innovative Ideas Seed, Grow and Thrive,” a Utah Science Technology and Research (USTAR) event. Keynote speaker is Lawrence “Murf” Murphy, chief of global design at GE Healthcare. Location is the James L. Sorenson Molecular Biotechnology

Building, 36 S. Wasatch Drive, Salt Lake City. Registration can be completed at ustar.org. Details are at www.innovationutah.com/confluence2015/.

Sept. 29-30

2015 MPO Summit, focused on medtech manufacturing. Location is Stein Erikson Lodge, 7700 Stein Way, Park City. Cost is \$495; \$49 for academia/student. Details are at http://mposummit.com/.

Sept. 29-Oct. 1

PERS Summit 2015, a Personal Emergency Response System industry event hosted by AvantGuard Monitoring Centers. Open to all independent PERS dealers. Keynote speaker is former BYU and NFL quarterback Steve Young. Location is Chateaux Deer Valley Resort, Park City. Details are at www.perssummit.com.

Sept. 29, 8 a.m.-2 p.m.

Women Empowered Conference. Location is Weber State University’s Shepherd Union Building, 2848 Harrison Blvd., Ogden. Cost is \$55 for military attendees, \$55 for Women in Business (WIB) members, \$65 for non-WIB attendees, \$25 for students; \$25 for luncheon only. Details are at ogdenweberchamber.com.



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Opinion

Both parties to blame for porous border, lack of immigration sanity

People who entered the United States illegally may be called “undocumented” in politically correct circles, but what is all too well documented is the utter irresponsibility of both political parties in dealing with immigration issues.

Both Democratic and Republican administrations have left the border with Mexico porous for years — porous not just for Mexicans but for anybody else, including terrorists from the Middle East.

Two very different issues have gotten jumbled together in the political stew called “comprehensive immigration reform.” The first and most fundamental issue is whether we are going to have an immigration policy at all. The second issue is: Just what should that immigration policy be?

If we do not control our own border, then we do not have any immigration policy. We may have immigration laws on the books, but if anybody can cross the border that wants to, those laws are just words on paper and a bad joke.

Polls showing the surprisingly favorable reactions of some Republican voters to Donald Trump’s irresponsible generalities

about immigrants probably reflect many people’s frustrations with politicians’ weasel words on the subject, and politicians’ failure to do anything about a festering problem.

The recent murder of Kate Steinle in San Francisco by an illegal immigrant with multiple felonies and multiple expulsions, followed by multiple illegal returns to this “sanctuary city,” has been galling to many people. One immediate consequence of this outrage has been a drive to pass “Kate’s law” prescribing mandatory prison time for anyone who has been expelled from this country and comes back again illegally. That is overdue.

It is a painful sign of the deterioration of respect for law that a new law has to be passed to prevent a “sanctuary city” from obstructing justice, which is already a crime.

The larger issue is control of our own borders. We can debate forever whether building a fence is the best way to do that. But too much time has been wasted already.

One thing is certain. Building a fence won’t hurt. If other things can be done to

secure the border, then do those things as well. The American people deserve some concrete reassurance that Congress is finally getting serious.

Donald Trump’s sweeping smear of immigrants does not need to be answered by an equally sweeping celebration of immigrants. Nor should we use the old cop-out that “the truth lies somewhere in between.” The truth is wherever you find it. But too many politicians of both parties do not even want to look for the truth.

Instead of holding extensive congressional hearings, airing all the arguments pro and con on immigration issues, and bringing out all the available facts, some politicians seek to rush through “comprehensive immigration reform” — meaning some sweeping legislation that neither the public nor the Congress has had time to consider.

Congress did that when it passed ObamaCare. Do we want to let immigration laws become something else that we learn about only after the fact, when it is too late?

No doubt immigrants, like any other large group of human beings, range from some of the best people to some of the worst. But it makes a huge difference what

the proportions are. What are the crime rates, the disease rates, the automobile fatality rates, the educational records of the children of immigrants from different countries?

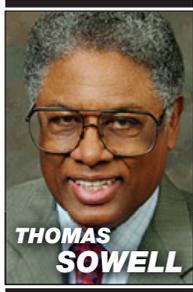
Above all, we need the facts. There has been too much rhetoric already. If our politicians are too gutless to bring out the facts, perhaps some think tank or television station can hold an hour-long debate between some proponent of expansive immigration and some opponent.

Jason Riley of the Manhattan Institute has written a book titled *Let Them In* and columnist Ann Coulter has written a book on the other side titled *Adios, America*. Both cite empirical studies.

A spirited debate between knowledgeable and articulate advocates could bring out which evidence stands up under scrutiny and which does not. Regardless of who might “win” the debate, we could all become more enlightened. This issue needs all the light it can get.

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

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THOMAS SOWELL

We don't have to accept 'Another day, another mass shooting in America'

Since 9/11, America has responded aggressively to the danger of terrorism, taking extraordinary measures, invading two countries, launching military operations in many others and spending over \$800 billion on homeland security. Americans have accepted an unprecedented expansion of government powers and invasions of their privacy to prevent such attacks. Since 9/11, 74 people have been killed in America by terrorists, according to New America. In that same period, more than 150,000 Americans have been killed in gun homicides, and we have done ... nothing.

Our attitude seems to be one of fatalism. Another day, another mass shooting. Which is almost literally true. The website shootingtracker.com documents that in the first 207 days of 2015, America had 207 mass shootings. After one of these takes place now, everyone goes through a ritual of shock and horror, and then moves on, aware that nothing will change, accepting that this is just one of those quirks of American life. But it is 150,000 deaths. Almost three Vietnams.

After the recent incident in Lafayette, Louisiana, the governor of the state and presidential candidate Bobby Jindal pointed his finger at what has now become the standard explanation for these events: “Look, every time this happens, it seems like the person has a history of mental illness.”

But it makes little sense to focus on mental health. The United States has a gun

homicide rate that is at least a dozen times higher than those of most other industrialized countries. It is 50 times higher than Germany’s, for instance. We don’t have 50 times as many mentally disturbed people as Germany does — but we do have many, many more guns.

At least we have stopped blaming gun violence on video games. Perhaps someone noticed that other countries have lots of violence in their pop culture but don’t have this tsunami of gun deaths. Japan, for example, is consumed by macabre video games and other forms of gory entertainment. In 2008, Japan had just 11 gun homicides. Eleven. Why? Hint: It has very tough gun-control laws.

Jindal at least suggested that states follow or even strengthen laws to make sure that mentally unstable people can’t buy guns, but this has placed him beyond the pale for the gun lobby. Former Texas Gov. Rick Perry’s solution is to loosen the few restrictions on guns that do exist so that, in the Lafayette movie theater, other patrons could have been armed and would have shot the gunman.

The notion that the solution — in dark, crowded movie theaters — is a mass shoot-out is so dangerous that it should rule Perry out as a serious candidate. When asked about such proposals, after the mass shooting in a movie theater in Aurora, Colorado, William Bratton, who has now been police chief in three major American cities, dismissed the idea. To him the solution is obvious. “[We need] some sanity in our gun laws.

Gun control can reduce these numbers of incidents,” he told CNN.

We have become so inured to the catastrophic levels of violence in our cities that we gloss over it. People often ask me if I think it’s safe for them to travel to countries like Egypt or Morocco. The reality is that many major American cities have homicide rates that are many times higher than those in places like Cairo or Casablanca. (And it’s worth noting that non-Islamic terrorists — as in Charleston, South Carolina — have killed almost twice as many people than jihadis have in

America since 9/11.)

In the wake of this ongoing tragedy, we have actually loosened restraints on the ability and ease with which people can buy, own and carry guns. This is partly because in June 2008, the Supreme Court broke with 200 years of precedent and — in a 5-4 decision written by Justice Antonin Scalia — created an individual right to gun ownership that has made common-sense regulation of guns much harder.

In his powerful dissent in that case

see ZAKARIA next page



FAREED ZAKARIA



Opinion

The new retirement: Working a little (or a lot) after 60 may become the norm

Do we really want to retire at 65? Not according to the latest annual retirement survey from the Transamerica Center for Retirement Studies, which gauges the outlook of American workers. It found that 51 percent of us plan to work part-time once retired. Moreover, 64 percent of workers 60 and older wanted to work at least a little after 65 and 18 percent had no intention of retiring.

Are financial planning needs shaping these responses? Not entirely. While 61 percent of all those polled in the Transamerica survey cited income and employer-sponsored health benefits as major reasons to stay employed in the “third act” of life, 34 percent of respondents said they wanted to keep working because they enjoy their occupation or like the social and mental engagement of the workplace.

It seems “retirement” and “work” are no longer mutually exclusive. Not all of us have sufficiently large retirement nest eggs, so we strive to stay employed — to let our savings compound a little more, and to leave us with fewer years of retirement to fund.

We want to keep working into our

mid-60s because of two other realities as well. If you are a baby boomer and you retire before age 66 (or 67, in the case of those born 1960 and later), your monthly Social Security benefits will be smaller than if you had worked until full retirement age. Additionally, we can qualify for Medicare at age 65.

We are sometimes cautioned that working too much in retirement may result in our Social Security benefits being taxed — but is there really such a thing as “too much” retirement income?

Income aside, there is another question we all face as retirement approaches: How much control will we have over our retirement transition? In the Transamerica survey, 41 percent of respondents saw themselves making a gradual entry into retirement, shifting from full-time employment to part-time employment or another kind of work in their 60s.

Is that thinking realistic? It may or may not be. A recent Gallup survey of retirees found that 67 percent had left the workforce before age 65; just 18 percent had managed to work longer. Recent research from the Employee Benefit

Retirement Institute fielded roughly the same results: 14 percent of retirees kept working after 65 and about half had been forced to stop working earlier than they planned due to layoffs, health issues or eldercare responsibilities.

If you do want to make a gradual retirement transition, what might help you do it?

First of all, work on maintaining your health. The second priority: maintain and enhance your skill set so that your prospects for employment in your 60s are not reduced by separation from the latest technologies. Keep networking. Think about Plan B: If you are unable to continue working in your chosen career even part-time, what prospects might you have for creating income through financial decisions, self-employment or in other lines of work? How can you reduce your monthly expenses?

Easing out of work and into retirement may be the new normal. Pessimistic analysts contend that many baby boomers will not be able to keep working past 65, no matter their aspirations. They may be wrong — just as this active, ambitious generation has changed America, it may also change the definition of retirement.

Mark Lund is the author of *The Effective Investor* and provides 401(k) consulting for small businesses and investment advisory services for individuals through Stonecreek Wealth Advisors Inc. in Salt Lake City.



MARK LUND

ZAKARIA

from previous page

(*District of Columbia v. Heller*), Justice John Paul Stevens pointed out that Scalia’s opinion was an act of extreme judicial activism — that for two centuries, federal courts had recognized that the government had the power to regulate the sale of firearms, and that the Supreme Court in particular had for at least seven decades consistently affirmed that interpretation.

It is not an act of fate that has caused 150,000 Americans to die over the last 14 years. It is a product of laws, court decisions, lobbying and pandering politicians. We can change it.

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

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GOED

from page 1

2,700 jobs over 15 years.

“Really, we’re doing back flips here in the room,” Foxley said to the people participating in the board meeting via conference call after the two incentives were approved.

“We’re incredibly excited about the opportunity that this represents for the state. These two projects combined really make Utah the residential rooftop solar capital of the world. This is a growing market. Solar energy represents about 0.1 percent of the electricity generated in the country, so there is room for two great companies to grow and flourish here, and we’re excited about building this sub-cluster.”

Founded in 2006, SolarCity describes itself as America’s largest solar power provider. It has more than 200,000 residential customers in 18 states and has more than 12,000 employees. The company says it installs about one of every three solar power systems in the U.S.

The SolarCity project represents a \$94 million capital investment for the company. The new

facility will house regional corporate headquarters and support functions, including positions in human resources, finance, legal, accounting, marketing, sales and more.

“We’ve chosen Utah as a regional headquarters because of its educated workforce and affordable cost of living for those in the professional roles we will create in the Beehive State,” Brendon Merkley, executive vice president of customer operations at SolarCity, said in a prepared statement. “In addition to creating any skilled labor and technical roles, the growing solar industry also has increased demand for professional services and supporting functional roles.”

The project is expected to create about \$2.4 billion in wages over 10 years, and new state tax revenues of more than \$110.8 million over that time.

The board-approved incentive is in the form of an initial tax credit of \$24.4 million over 10 years. If the company generates at least 4,500 jobs and meets some other criteria by the year 2025, it could get a five-year extension to the agreement, allowing it to get another \$20 million credit. It also may earn an Industrial Assistance Fund grant of up to \$200,000 for the relocation of 50 employees.

“SolarCity’s choice of Utah for its regional headquarters is a reflection of the vibrant growth of alternative energy companies in the state,” Val Hale, GOED’s executive director, said in a prepared statement.

In a company news release, SolarCity said it is hiring at a temporary location — 175 E. 400 S., seventh floor, Salt Lake City — as it scouts for a location for a large corporate campus.

Launched in 2011, Vivint Solar designs, installs, leases and provides monitoring services for its residential rooftop solar energy system customers. At the end of this year’s first quarter, it had installed more than 40,000 distributed solar energy systems on the homes of residential customers throughout the United States.

Its new project represents a \$91 million capital investment for the company, which has 2,300 employees outside Utah in addition to the 1,200 in the state. The project would result in new total wages of nearly \$1.1 billion and new state tax revenue of about \$50 million over 10 years.

“Vivint Solar is proud to be headquartered in Utah,” Greg Butterfield, Vivint Solar’s chief executive officer, said in a prepared statement. “Utah has culti-

vated a hard-working, innovative workforce and we are excited to continue to expand our operations in the Beehive State.”

“It’s a home-grown company that has been enormously successful,” said Jerry Oldroyd, chairman of the GOED board’s incentives committee. “They’ve been a major player in the technology world [and] the solar world since their inception.”

SunEdison Inc. recently announced a \$2.2 billion deal to acquire Vivint Solar, with TerraForm Power Inc. taking over Vivint’s rooftop solar portfolio of 523 megawatts. SunEdison is the world’s largest renewable energy development company, developing, financing, installing owning and operating renewable power plants.

“Vivint has had some pressure to consolidate with SunEdison elsewhere. We clearly would like to keep Vivint here. We would like to keep the growth and expansion in Utah, and that’s why we’re here today,” Oldroyd said before the incentive vote.

“We think this is a very, very good opportunity to develop residential solar in Utah, to help create a sub-cluster in this area, so we would like to keep that expansion here, and we hope that SunEdison

will come back with additional expansions as we go forward over the next few years.”

Both Oldroyd and Foxley said that Vivint has been a success story in both technology and alternative energy.

Vivint Solar’s incentive is in the form of a tax credit of more than \$12.3 million over 10 years. However, it can be extended five more years, with an added credit of more than \$13.8 million, based on certain job-growth criteria. The company also can receive a \$200,000 Industrial Assistance Fund grant for the relocation and training of 100 employees.

Rich Larson, vice president of finance at Vivint Solar, told the board that Vivint “looks forward to the continued growth and expansion here in the state.”

After the GOED board meeting, Jeff Edwards, president and chief executive officer of the Economic Development Corporation of Utah, said having two leaders in the solar energy industry will help Utah “open doors across the energy sector,” much in the way that having major Boeing operations in Utah has helped it attract other aerospace and defense cluster companies.

“It changes your calling card when that’s on your list,” Edwards said.

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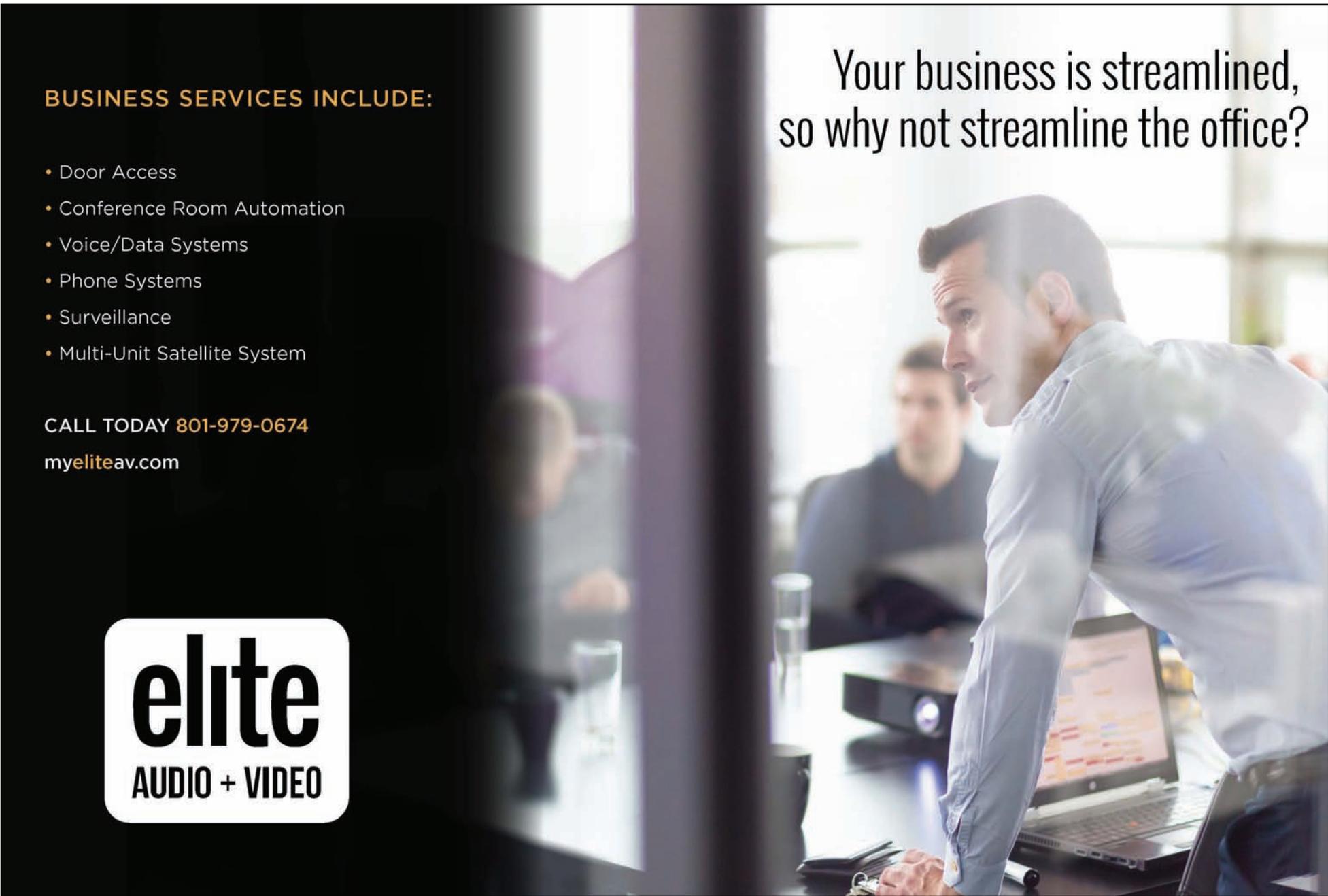
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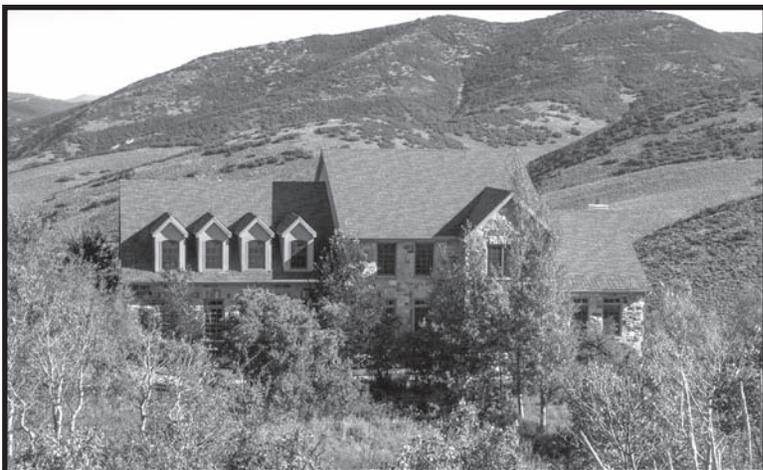
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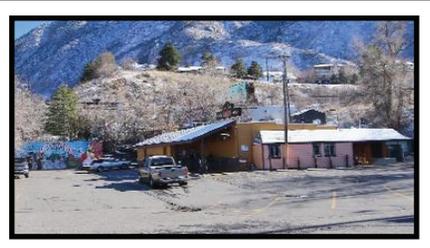
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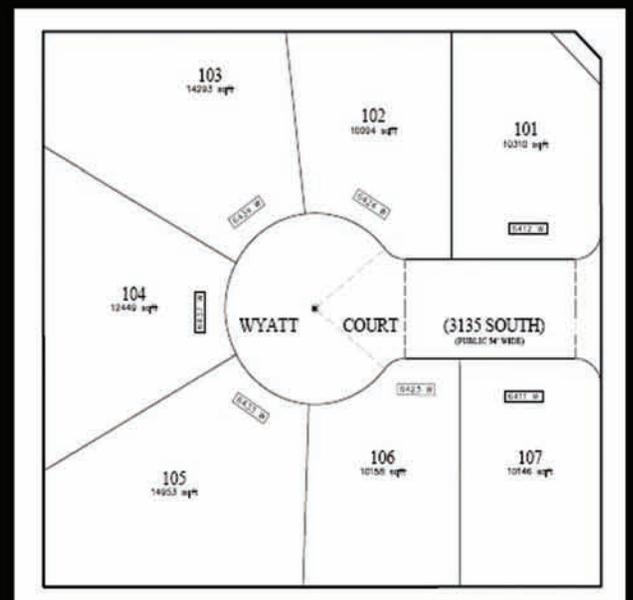
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All of Floor 3

- Space Available: 7,905 SF
- Rental Rate: \$11 /SF/Year
- Space Type: Office Building
- Max. Contiguous: 7,095 SF
- Lease Type: Full Service
- Date Available: Jul 2015
- Lease Term: 12 Months
- Parking Spaces: 30
- Pct. Procurement Fee: 3.00%
- This is a continuous space made up of offices, conference room and 3 open floor office areas.



East Side of floor 2

- Space Available: 1,850 SF
- Rental Rate: \$11 /SF/Year
- Space Type: Office Building
- Date Available: Jul 2015
- Parking Spaces: 25
- Pct. Procurement Fee: 3.00%
- This is a separate space on the east side of floor 2 it has a 6 separate offices and a large common area.



West Side of Floor 2

- Space Available: 4,300 SF
- Rental Rate: \$9 /SF/Year
- Space Type: Office-R&D
- Lease Type: Full Service
- Date Available: Jul 2015
- Lease Term: 12 Months
- No. Parking Spaces: 20
- Pct. Procurement Fee: 3.00%
- This space has both lab or warehouse and office, with loft-like feel. Also has double door to a dock for loading and unloading.

This is a brick building located at 350 W. 800 N. Salt Lake City. It is a class B office and the best downtown full-service office lease space available. Lots of shared parking and possible 36 reserved spots with full lease. This is a full-service lease the landlord pays for all utilities and provides common garbage removal. This is not triple net, you pay \$11 a foot a year or \$0.91 a month. There are 2 floors available for rent which are broken up into 3 spaces. The smallest office space being 1,814, made of a common open area of 1170 SQFT (2) 220 SQFT office and (2) 112 sqft offices. The 2nd floor is continuous office space of 7,905 sq. ft. It is made up of 3 large common areas and many separate offices and conference rooms. The 2nd floor office warehouse or shop also has a lab or warehouse of 2700 SQFT at \$8 SQFT. and class C office of 1261 sq ft attached at \$10 a sq ft, and a dock with double opening doors for loading.

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