

OF NOTE



Saved by all-day breakfast?

McDonald's Corp. has announced its biggest operational change in many years. In an effort to bolster flagging sales, the fast food giant will offer breakfast items all day at more than 14,300 restaurants in the U.S. beginning Oct. 6. The move was approved by a vote of franchisees last week.

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Aerospace jobs at 18

State program offers certificate to high school grads

Gov. Gary R. Herbert announced last week that the state, in partnership with six companies from Utah's aerospace industry, has launched a program that will make high school students ready to begin working in the aerospace industry upon graduation.

The Utah Aerospace Pathways (UAP) program is a joint effort among education, government and industry that will allow students to become certified in aerospace manufacturing. The collaboration started in March with the goal of developing a pilot program for the 2015 school year. The first semester of the program will take place in high schools in Granite and Davis school districts, with a second semester program at Davis Applied Technology College and Salt Lake Community College. Students will participate in a paid internship during their senior year of high school.

The Governor's Office of Economic Development (GOED) and State Office of Education are directing the effort along with industry partners Boeing, Harris, Hexcel, Hill Air Force Base, Janicki and Orbital ATK.

"The creation of the Utah Aerospace Pathways program will benefit Utah stu-

dents for generations to come. This is the first time industry partners and K-12 educators are working closely together to directly address their workforce needs in the state," Herbert said. "We look forward to unlocking more opportunities with industry leaders to improve education and to ensure lasting economic growth in Utah."

"Improving our education system is the most important thing we can do to build a strong economy for the future," said Larry Coughlin, general manager of Boeing Salt Lake. "This program provides students who have a passion for technology and innovation the opportunity to become familiar with aerospace manufacturing and get hands-on experiential learning."

Upon completing the UAP program and passing pre-employment requirements, students will be certified to begin work with one of the aerospace partners in Utah. Not only will the students begin work at a family-sustaining wage, many of the industry partners have agreed to provide tuition reimbursements after a mini-

see AEROSPACE pg. 4

Local home price growth slows to national average

The nation's home price increases are catching up with Utah's country-leading numbers. Home prices in Salt Lake City, which have been among the nation's best, were up 5.5 percent over the past year compared to 6.9 percent nationwide, according to the monthly report released by CoreLogic, a property information, analytics and data-enabled services provider based in Irvine, California.

CoreLogic's Home Price Index also showed that on a month-over-month basis, Salt Lake home prices increased 0.8 percent from June to July while the national number was 1.7 percent

Home sales also continued strong ahead of the stock market volatility of recent weeks. "Home sales continued their brisk rebound in July and home prices reflected that, up 6.9 percent from a year ago," said Frank Nothaft, chief economist at CoreLogic. "Over the same period, the National Association of Realtors reported existing sales up 10 percent and the Census Bureau reported new home sales up 26 percent in July."



Washington Von Sauerbron, creative gourmet chef of Wilma's Gourmet food truck, leans out of his truck's service window to offer a huge chunk of tri-tip steak to Nick Como, senior director of communications and marketing for Salt Lake City's Downtown Alliance.

Industry associations keep burgeoning fleet of food trucks cooking

Sheena Steedman
The Enterprise

The ripple effects of the food truck boom in northern Utah have been remarkable, creating new business opportunities and creating gathering places for residents in Wasatch Front communities.

There are currently 77 food trucks with Salt Lake County Health Department permits and 90-100 applications pending, according to Nicholas Rupp, a spokesperson for the SLCHD. This means Salt Lake County will

see TRUCKS pg. 12



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Moroni Feed restructures, takes on capital partners

Moroni-based turkey producing, processing and marketing cooperative Moroni Feed Co., known for its Norbest brand turkeys, has changed its corporate structure to a limited liability company, added two significant equity partners, and changed its name to Norbest LLC.

In the deal, J.D. Heiskell & Co. and AMERRA Capital Management LLC will each acquire minority interests in the newly formed Norbest LLC, which will own substantially all of the assets of Moroni Feed Co. and Norbest Inc. The remaining equity in the new company will continue to be owned by the 37 local turkey growers who previously owned Moroni Feed Co.. The amount of the investment was not disclosed.

“This is the most significant change in the history of Moroni Feed and its member turkey growers, which collectively have been a core employer in central Utah for nearly 100 years,” said Moroni Feed/Norbest president and CEO Matt Cook, who will retain those positions in Norbest LLC. “Though no longer the nation’s longest-running turkey cooperative, this investment allows us to create a new, forward-looking company that is able to seek out growth opportunities while benefiting Utah’s turkey growers and the state’s economy.”

The turkey growers who are members of Moroni Feed will continue to be part owners of the new

firm and will now grow turkeys for the new company under production contracts instead of cooperative agreements. This means growers will have limited financial exposure due to fluctuating prices and will be compensated based on performance measures in their contracts. Production contracts will help stabilize the growers’ income and enable them to invest capital to improve efficiency and increase volume.

“We need more turkeys to be able to grow our business and our previous business model made that difficult,” Cook added. “Adding production volume will allow us to make more efficient use of our underutilized processing facilities; this was a key driver in the decision to seek out investors.”

J.D. Heiskell Holdings is a privately held commodity trading and livestock feed manufacturing enterprise conducting business in the United States, Mexico and the Pacific Rim. AMERRA Capital Management is a New York-based agribusiness asset manager with over \$1 billion in assets under management.

Norbest grows, processes and markets whole turkeys and value-added turkey products such as bone-in breasts and boneless roasts for both retail and foodservice; ground turkey; turkey steaks; cooked, roasted, and smoked deli breasts; and turkey ham.



U.S. Rep. Jason Chaffetz, R-Utah (right), joins EnerBank USA CFO Charles Nadler at the opening of the bank’s new call center in Provo. The bank, which specializes in the home improvement industry, will employ up to 200 people in the center and is actively recruiting agents. Based in Salt Lake City, EnerBank partners with manufacturers, distributors, franchisors, major retailers, industry associations and trade groups of home improvement, remodeling and energy-saving products and services to provide private-label loan programs. “EnerBank is a great example of how industrial banks can impact the economy in Utah and nationwide.” said Chaffetz.

Overstock acquires financial tech firms

Overstock.com Inc. has announced that it has entered into agreements to acquire a group of related, privately held financial technology companies. The acquisitions are being made

through Overstock’s t0 subsidiary. The first of the buyouts — that of New York-based SpeedRoute — has closed, according to Overstock officials.

SpeedRoute currently routes approximately 2.5 percent of U.S. equity order flow. The acquisition of SpeedRoute and its underlying technologies positions Overstock to connect its t0 trading to the entire U.S. equity market. The combination of SpeedRoute’s infrastructure and connectivity with the t0 software creates a paradigm change for capital markets, said Overstock officials.

“This merger combines vision with market-leading trading technology and infrastructure that is already accepted across the industry, creating the opportunity for a quantum leap in securities trading and settlement processes,” said SpeedRoute CEO Joseph Cammarata. “This collaboration allows Overstock to enter this

new financial technology arena with a speed and aggression that I believe will revolutionize Wall Street, while adding an already profitable and cash-flow positive business right to Overstock’s bottom line. The winners are going to be investors and regulators alike.”

“According to Karl Marx, ‘The philosophers have only interpreted the world. The point, however, is to change it.’ The acquisition of SpeedRoute brings to fruition the idea behind t0.com: making financial markets more fair and efficient through the application of crypto technology,” said Overstock CEO Patrick Byrne.

The total purchase price for the group of businesses will be paid in cash and Overstock common stock. The acquisition of certain assets remains subject to regulatory notification requirements.

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ENGINEERING

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To apply, mail resume to Kim Jensen at **Rio Tinto, 4700 Daybreak Pkwy, South Jordan, UT, 84095.** Reference Job #6594.38.

Delta, Virgin Atlantic launch nonstop flights between SLC and London Heathrow

Delta Air Lines and Virgin Atlantic Airways have announced the inauguration of daily flights from Salt Lake International Airport to London's Heathrow Airport. The route, which will begin in May, 2016, is part of a Delta-Virgin Atlantic venture which the companies promise will provide customers more frequencies, competitive fares and harmonized service. The Department of Transportation's 2013 grant of anti-trust immunity to the Delta-Virgin joint venture makes the new service possible. The airlines also announce a new New York to Edinburgh route.

row, Delta will be launching new routes that give customers more options when flying between the United States and the U.K.," said Nat Pieper, Delta's senior vice president-Europe. "Delta and Virgin Atlantic are committed to offering an extensive network on the trans-Atlantic, and our new flights from London and Edinburgh will offer more connections to destinations throughout the U.S. and beyond."

Utah officials have reacted favorably to the announcement of the new service to Salt Lake City. World Trade Center Utah president and CEO Derek B. Miller said, "Having a direct flight from

Salt Lake City to the Heathrow Airport in London will provide a quicker connection to one of Utah's top trading partners and accelerate the development of an already strong trade relationship between Utah and the United Kingdom. This flight joins two other direct flights, Amsterdam and Paris, that put Utah on the map for international travelers. We are grateful for the Delta/Virgin Atlantic joint venture, ap-

proved by the U.S. Department of Transportation, which made this flight possible."

Lane Beattie, president and CEO of the Salt Lake Chamber, added, "The business community is thrilled with today's announcement from Delta Air Lines and Virgin Atlantic to begin offering nonstop service from Salt Lake International to London's Heathrow airport. Adding this service is yet another demonstration of

Utah's economic strength and growing worldwide business influence. Connecting Utah's business community with a global city like London will bring even greater prosperity to the Beehive State. Economically, connections like these matter. Salt Lake City serving as hub that connects the international business community is important to our state's growth. We continue to support efforts like these, as well as the redevelopment of the Salt Lake International Airport terminal that is being funded without any increase in taxes."

Salt Lake City will be Delta's eighth U.S. destination from Heathrow and the only nonstop service between London and the Mountain West. As the largest airline operating in Salt Lake City, Delta offers connections to more than 50 destinations throughout the western U.S. and Canada.

CenturyLink to use federal funds for rural Utah Internet

CenturyLink has announced it will use Federal Communications Commission Connect America Fund (CAF) funds to build infrastructure to bring high-speed Internet services to more than 4,300 rural households and businesses in Utah. Specific areas to receive the services will be identified before construction begins early next year.

CenturyLink is accepting 33 CAF Phase II statewide offers from the FCC to provide Internet service with speeds of at least 10 Mbps download and 1 Mbps upload.

"We're pleased to help bridge the urban-rural digital divide by bringing high-speed broadband to more than 4,300 households and businesses in high-cost markets in Utah," said Brian Stading, CenturyLink west region president. "While CAF II funding does not address all markets in our footprint, our company investment for CAF II is significant, and we look forward to working closely with Utah policymakers to find funding and deployment solutions for additional markets."

"I want to commend CenturyLink for working with the FCC's Connect America Fund to bring faster Internet services to Utah's rural areas," said U.S. Sen. Orrin Hatch. "School children, healthcare practitioners, business owners and families all have reason to celebrate this new partnership for additional opportunities for learning and growth by bringing high-speed Internet to more rural communities."

"We appreciate the CenturyLink and FCC partnership that will bring high-speed Internet to more Utah communities," said Val Hale, executive director of the Governor's Office of Economic Development. "High-speed Internet is an economic growth engine. As a result of this partnership, expanded Internet coverage will be available to additional residents in rural Utah."

The FCC created the CAF program in 2011 to facilitate high-speed Internet access in high-cost locations by transitioning Universal Service Fund money that was supporting rural landline service to the construction of broadband infrastructure in rural communities. CenturyLink previously accepted approximately \$75 million in CAF phase I interim, one-time support to bring broadband to unserved rural locations.

Ogden chamber has new head

The Ogden/Weber Chamber of Commerce has a new leader.

Chuck Leonhardt has been tapped by the chamber's executive board to take over as the organization's president and chief executive officer. Leonhardt succeeds Dave Hardman, who retired after 11 years at the chamber.



Chuck Leonhardt

Leonhardt's background includes executive-level leadership, community involvement, and business and economic development. He has 25 years of experience leading strategic and vision-setting efforts in corporate and public sectors, including more than 10 years of service on chamber boards, economic development commissions, visitor bureaus and education advancement committees.

"The selection committee and executive board have engaged in a thorough search and rigorous selection process to find the new president/CEO," said Kori Ann Edwards, the chamber's chair. "The chamber leads out in helping to set the pace and direction for the community and state with

strong public policy that reflects the values and commitment of the Ogden/Weber area. Its partnerships with business, community, government and education leaders is extraordinary.

"We thank Dave and the entire chamber team for making great things happen. We know that Chuck Leonhardt will continue to grow the chamber and develop new opportunities to develop our business community."

A Weber County native, Leonhardt grew up in Pleasant View and graduated from Weber High School. He earned his bachelor's degree from Utah State University and completed post-graduate work at Gonzaga University.

Leonhardt's career in Utah began with marketing and outreach positions at USU, and he later served in marketing and sales management positions at Spillman Technologies Inc. and Gentner Communications in Utah before taking an assistant vice president position at Gonzaga University. Most recently, he held positions at the University of Northern Colorado, where he served seven years as chief external relations officer, and one year as president of the University Foundation.

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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
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LinkedIn's Weiner to keynote 2015 UTC Hall of Fame gala

The Utah Technology Council has announced that Jeff Weiner, CEO of LinkedIn, will keynote its 2015 Hall of Fame gala event. Now in its 17th year, the UTC Hall of Fame Celebration

will take place Nov. 2 at the Grand America Hotel in Salt Lake City. The annual gathering of the technology industry will hear Weiner explain the growth of LinkedIn to its current level

as a \$2.2 billion enterprise.

The event will honor UTC's 2015 inductees Sen. Orrin Hatch, and business leaders Gretchen McLain and Will West. At this year's event, he will be the first lawmaker and McClain will be the first woman to be inducted into the UTC Hall of Fame in the program's 17-year history.



Jeff Weiner

"Each year we work to surpass all prior years in delivering a keynote speaker who will inspire the increasingly large and dynamic group of leaders who attend the UTC Hall of Fame," said Richard R. Nelson, president and CEO of the UTC. "2015 will be no exception. Jeff Weiner is one of the most elite technology leaders in the world in attaining new heights in what the Internet and technology is able to help every executive and organization achieve. We are honored to gain insights from this tremendous industry leader."

Weiner joined LinkedIn in December 2008. Under his

leadership, LinkedIn has rapidly expanded its global platform to 24 languages and more than 30 offices around the world, grown its membership base to more than 380 million members and increased its revenue to \$2.2 billion in 2014. Prior to LinkedIn, Weiner was an executive in residence at Accel Partners and Greylock Partners where he advised the firms' consumer technology portfolio companies and evaluated new investment opportunities. He has also served as executive vice president of Yahoo!'s Network Division, a business that generated \$3 billion in annual revenue with more than 3,000 employees.

Prior to joining Yahoo in 2001, Weiner spent more than six years at Warner Bros., where he helped oversee the company's online efforts and developed the initial business plan for Warner Bros. Online in 1994. In addition to LinkedIn, Weiner serves on the board of directors for Intuit Inc., DonorsChoose.org and Malaria No More. He holds a BS in Economics from the Wharton School at the University of Pennsylvania.

Sponsors of the UTC event are Domo, LANDESK, SilverVue, Utah Business and KPMG.

AEROSPACE

from page 1

num of one year working for the company. If students prefer, they can pursue training within their company and work their way up there.

"We are thrilled for this opportunity to partner with K-12 to train students in aerospace manufacturing," said Deneece Huftalin, president of Salt Lake Community College. "With this pathway, students will be able to enter the aerospace field with a recognized credential and, when ready, return to the college for additional advanced certificates or degrees."

The industry partners have worked closely with the Utah Manufacturers Association to provide paid internships during the certification process and define the requirements to hire these students out of high school. The Utah Aerospace Pathways program is a grant recipient of the Utah Cluster Acceleration Partnership (UCAP), a program that provides funding to public educational institutions to develop, implement or enhance educational programs that are responsive to regional and statewide industry needs. UCAP is a partnership between the Department of Workforce Services, GOED and the Utah System of Higher Education.

Johnson Construction sold

Summit Materials Inc. of Denver, a leading vertically integrated construction materials company, has completed the acquisition of LeGrand Johnson Construction Co., a construction materials company based in Utah and servicing the northern and central Utah, western Wyoming and southern Idaho markets. Johnson Construction operates five sand and gravel pits along with four ready mix concrete plants and five asphalt plants. It will become part of Summit's Kilgore Companies business in Utah.

"We are excited that this acquisition will enable our company to continue the legacy of its founders, LeGrand and LaRee Johnson and their family members who, together with hundreds of employees over the years, have worked so hard to make the company a success," said

Larry Jardine, CEO of Johnson Construction.

Tom Hill, CEO of Summit, said, "This acquisition is consistent with our materials-based growth strategy and is a great fit with our Kilgore business in Utah and the surrounding states. LeGrand Johnson Construction has established many strong customer relationships and an excellent reputation for high-quality products and services over its long history. We are very pleased to welcome it and its employees to Summit Materials."

Summit Materials supplies aggregates, cement, ready-mixed concrete and asphalt in the United States and British Columbia, Canada. Summit has completed more than 35 acquisitions since its founding and continues to pursue growth opportunities in new and existing markets.

Ralph Becker
SALT LAKE CITY MAYOR

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DigiCert sells majority interest to San Francisco investment firm

San Francisco-based private equity investment firm Thoma Bravo LLC has acquired a majority interest in Utah-based DigiCert. The Lehi-based company is an SSL certificate authority and provider of Internet certificate management solutions. As part of the transaction, TA Associates, the current majority shareholder in DigiCert, will sell a portion of its interest and will remain as a minority shareholder. While financial details were not disclosed, the Thoma Bravo investment represents one of the largest technology investments ever made in a Utah-based business, according to a release from Thoma Bravo.

"DigiCert represents an outstanding investment opportunity to back a market leader with a tremendous management team in a sector we know well," said Seth Boro, managing partner at Thoma Bravo. "SSL and certificate management technology play a critical part in securing the digital economy, and DigiCert has been a market leader in the space, known for its consistent innovation and first-rate customer service."

DigiCert provides digital certificates to over 115,000 customers in more than 180 countries in the e-commerce, health-care, the Internet of Things and other emerging markets. DigiCert facilitates certificate deployment and management for enterprise projects ranging from thousands to tens of millions of publicly trusted certificates.

"We're excited to be partnering with Thoma Bravo and continuing our relationship with TA Associates," said Nicholas Hales, chief executive officer at DigiCert. "We look forward to adding Thoma Bravo's strategic insight and influence as we embark on our next phase of growth."

They have a proven track record in the security space and we look forward to what will surely be a rewarding partnership."

"We are very pleased with DigiCert's tremendous growth since our investment in 2012," said Jason Werlin, a managing director at TA Associates. "We welcome Thoma Bravo and look forward to close collaboration with the firm and DigiCert on the com-

pany's next chapter."

"Our customers remain our first priority, and together, we will continue to invest, innovate and further our market leadership position," said John Merrill, chief operating officer at DigiCert.

Kirkland & Ellis (for Thoma Bravo) and Goodwin Procter (for DigiCert) served as legal advisors on the transaction. Jefferies LLC (for Thoma Bravo) and Evercore

(for DigiCert) served as financial advisors. Financing was provided by Jefferies Finance LLC and Fifth Street Asset Management.

Thoma Bravo invests with a particular focus on application and infrastructure software and technology-enabled services. The firm currently manages a series of private equity funds representing more than \$8.5 billion of equity commitments.

TA Associates has invested in more than 450 companies around the world and has raised over \$18 billion in capital. With offices in Boston, Menlo Park, London, Mumbai and Hong Kong, TA Associates leads buyouts and minority recapitalizations of profitable growth companies in the technology, financial services, business services, healthcare and consumer industries.



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Offer valid: July 9 - August 18, 2015 Reference campaign code PP5MDD21/PP5MD421. Promo code R7-

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

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Cowboy Center sold to Hayman

Multifamily residential and urban developer Cowboy Partners has sold its Holladay headquarters building to Hayman Properties. Cowboy Partners will continue to lease its offices in the 72,000-square-foot Class A Cowboy Partners Center on Wasatch Boulevard.

The sale was facilitated by NewmarkGrubbACRES executive vice president Bryce Blanchard and investment specialist Rick Davison.

Other center tenants include Penn Mutual Life and Packsize International. Terms of the sale were not disclosed.

Industry Briefs

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.

FINANCE

• **Albion Financial Group**, Salt Lake City, has promoted **Jason Ware** to chief investment officer. Ware will lead the company's Investment Management Team. Ware joined Albion in the spring of 2008 as an equities analyst. He holds a Master of Business Administration from Westminster College and a bachelor of science in economics from the University of Utah.



Jason Ware

FOOD

• **Dented Brick Distillery**, South Salt Lake, has hired **Ethan Miller** as head distiller. Miller has five years of distilling experience, including serving as the production lead for New Deal Distillery in Portland, Oregon, and working for High West Distillery in Park City. Dented Brick Distillery will open this fall and feature a 17,000-square-foot distillery. It is owned and operated by Salt Lake City Distillery LLC.

regulatory enforcement investigations and litigation before the U.S. Department of Justice (DOJ), the U.S. Securities and Exchange Commission (SEC), the Public Company Accounting Oversight Board (PCAOB), and other federal and state agencies. He has handled corporate internal investigations and has represented broker-dealers, investment advisors, and individual registered representatives before the SEC and the Financial Industry Regulatory Authority (FINRA).

• The **Utah Governor's Office of Economic Development (GOED)** has received a \$395,000 State Trade and Export Promotion (STEP) program grant from the **U.S. Small Business Administration**. It is part of \$17.4 million in 40 awards this year nationwide designed to boost export opportunities for small business. Utah will use the STEP funds to provide financial assistance for eligible small-business concerns' participation in export training, in-depth foreign market analyses, business-to-business meetings, foreign sales trips, trade missions and at leading international tradeshows. The STEP program is designed to increase both the number of small businesses that begin to export and the value of exports for small businesses currently exporting.

HEALTHCARE

• **Health Catalyst**, Salt Lake City, has announced the appointment of **Dan Strong** as chief financial officer, effective Oct. 1. Current CFO **Jeff Selander** will become the company's chief people officer, expanding the role he has played for several years leading human resources, infrastructure and culture. Strong has more than 20 years of public company and start-up experience in operations, finance, strategy, and mergers and acquisitions. He served more than seven years as chief financial officer of Control4. Before that, he worked five years as CFO at iBAHN and 14 years at Iomega Corp. as vice president of financial planning and analysis, vice president and corporate controller, and interim CFO. Strong also has held executive-level corporate finance positions at Campus Pipeline Inc., and Pro Image Corp. In a related move, Health Catalyst co-founder and executive vice president **Tom Burton**, currently in charge of product development, will join co-founder and executive vice president **Steve Barlow** in leading the company's client operations organization. **Dale Sanders**, currently senior vice president of strategy, will assume the role of executive vice president of product development. Sanders started his healthcare analytics and data ware-

housing career at Intermountain Healthcare and served as the CIO of Northwestern University's physician group and the chief architect of the Northwestern Medical EDW, as well as CIO of the national health system of the Cayman Islands.

MANUFACTURING

• **Global Parts Network (GPN)** has promoted **Jason Damron** to director of operations. He will be responsible for the management of the day-to-day operations of GPN's Salt Lake City and South Bend, Indiana, brake remanufacturing and PDS warehousing facilities, as



Jason Damron

well as customer service operations. He will work in Salt Lake City. Damron joined GPN in March 2010 and served as site manager for the Salt Lake City facility before his promotion. Prior to joining GPN, Damron served in various sales and management roles within the heavy duty aftermarket during an industry career that has spanned nearly 20 years.

• **ATL Technology**, Springville, has named **Davis Gens** as chief financial officer. Gens has 25 years of experience with high-growth companies. Prior to joining ATL Technology, he served as senior financial officer in three companies — RPI, Zango and Global Seafoods — in Seattle. As an M&A veteran, he has led more than 20 transactions throughout his career.

MEDIA/MARKETING

• **The Walton Group Inc.**, Provo, has hired **Alit Makic** as a marketing coordinator. Makic has a bachelor's degree in business management from Brigham Young University-Idaho and is working on



Alit Makic

his master's degree in business administration at Utah Valley University.

PHILANTHROPY

• **Entravision Communications Corp.**, a media company serving Latino audiences and communities, and **Children's Miracle Network Hospitals**, Salt Lake City, have announced that about \$2.9 million was raised for member hospitals during the eighth annual network-wide Radiothon. Ninety-five communities nationwide will benefit from the 72-hour Radiothon. The donations will be

used by local children's hospitals to help fund critical treatments, healthcare services, pediatric medical equipment and charitable care, as well as provide treatment to low-income patients. The Radiothon program has been part of Children's Miracle Network Hospitals' fundraising efforts since 1997. More than 300 stations participate in Radiothons annually, raising about \$50 million each year for Children's Miracle Network Hospitals.

• The **Utah Jazz** and **Larry H. Miller Charities** have announced a grant of \$25,000 to the cities of South Salt Lake, Farmington and Midvale to build new community basketball courts. The courts bring the total to 15 Utah Jazz community courts built or funded since 2001. Funding for the projects is provided by Larry H. Miller Charities, a nonprofit organization representing the charitable arm of the **Larry H. Miller Group of Companies**, along with the cities where the courts will be built.

• **Western Governors University** and the **Salt Lake Bees** have partnered to grant scholarships worth a year's tuition to four local students. Recipients are **Tyler Roberts**, **Oscar Gonzales**, **Jocelyn Jensen** and **Richard Schultz**. All four are enrolled at WGU and submitted an official entry form earlier in the baseball season.

• **Vivint**, Provo, has announced a \$50,000 donation of security and smart home products to families of children with autism. Vivint is an official corporate safety sponsor of **Autism Speaks**, an autism science and advocacy organization. This donation is part of the \$300,000 Vivint has pledged over three years for technology and home safety research. Autism Speaks selected 16 families to receive Vivint security and smart home systems. Recipients are active volunteers with the organization, demonstrate financial need and have a child with autism who wanders.

REAL ESTATE

• Groundbreaking recently took place at the site of **Artesian Springs**, a 378-unit residential development that is the first project for the newly created West Millcreek Redevelopment Area. The project represents a \$51 million investment that will generate new resident, restaurant and retail spending in a neighborhood historically known only for industry. The project is being built on the site where the Murray Laundry Tower now stands. The tower is being restored and will remain as part of the development.

• **CBRE Group Inc.** has announced the financing of

Aldara Apartments, a 240-unit market rate apartment complex in Saratoga Springs. The loan for the Class A garden-style property is insured through a U.S. Department of Housing and Urban Development streamline refinance mortgage insurance program providing 40-year, fully-amortizing permanent loans. **Doug Birrell**, vice president of CBRE Capital Markets' Salt Lake City office, originated the loans in partnership with **John Taylor**, senior vice president of CBRE Capital Markets' Seattle office. The project is sponsored by **GCD Inc.**, based in Provo.

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RECOGNITIONS

• **Murielle Blanchard**, a travel consultant for **Black Pearl Luxury Services**, a division of **Morris Murdock Travel**, Salt Lake City, has been selected as a finance specialist for *Travel+Leisure's* 14th annual A-List of the top travel specialists for 2015. It is her third time making the list, which features 135 advisors this year.

RESTAURANTS

• **Faustina**, 454 E. 300 South, Salt Lake City, has closed for a remodel and rebrand that will take a few months to complete. The cuisine will be "simple and contemporary Italian," with a new name to match the cuisine and design. The new development is a collaboration between the **LaSalle Restaurant Group** and Mikel Trapp's **Trio Restaurant Group**. The décor will feature 28-foot-high arched wood ceilings and 27-inch beams spanning 50 feet. The street-facing side will have a new slanted roofline over a glass wall offering views of the new dining area. The renovation will cost more than \$1 million

see BRIEFS next page

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GOVERNMENT

• **Brent R. Baker** has been appointed by Gov. Gary Herbert to serve a second term as a commissioner on the **Utah Securities Commission**. He and four others support the Utah Division of Securities in setting policy, adopting rules, and adjudicating enforcement actions brought by the division. As a member of Clyde Snow & Sessions' White Collar Crime, Government and Independent Investigations Practice Group, Baker focuses on defending corporate and individual clients in

BRIEFS

from previous page

and will more than double the number of diners the restaurant can accommodate. The main floor dining room will seat 140, with 75 more on the new second floor mezzanine overlooking the main dining room. New patios will be added to the upstairs mezzanine area, seating an additional 50, and the private dining room (formerly the Aspen room) will seat 50. Combined with the new areas upstairs, private space for 170 is possible with the new design. **Louis Ulrich** from **Luna Design Studio** is overseeing the design.

• **Dickey's Barbecue Pit** has opened at 1241 Center Drive, Suite L-100, Park City. It is the company's 10th Utah location. The owner/operator, **Daniel Barton** of Farmington, previously was an investment banker and his wife, **Stephanie Barton**, worked in the freight industry. Dickey's has more than 500 locations in 43 states.

RETAIL

• **Natural Grocers** by **Vitamin Cottage**, a Colorado-based organic and natural food company, has leased 17,290 square feet of retail space in the 4th Street Market shopping center, at 645 E. 400 S., Salt Lake City. It is the company's third Utah location. The company's stores offer foods, dietary supplements and nutrition information. It has more than 100 locations west of the Mississippi, with more than 2,000 employees. **Andy Moffitt**,

retail specialist at Mountain West Retail and Investment, and **James Craddock** of Craddock Commercial were the tenant representatives for Natural Grocers in the lease transaction.

• **LooLoo LLC**, in collaboration with **Agile Pursuits Franchising Inc.**, a wholly owned subsidiary of **Procter & Gamble**, have announced the opening of the newest **Tide Dry Cleaners** store in Draper. It is the company's first location in Utah and 30th Tide Dry Cleaners location nationwide. The Draper site is owned by **Chris Harris**. The Tide Dry Cleaners system includes drive-through concierge services and 24-hour pick-up and drop-off with a Tide Dry Cleaners Anytime kiosk and drop-box.

Novakovich as chief financial officer. Novakovich has more than 20 years of senior financial management experience. He has been with Control4 since 2004, serving in senior financial leadership capacities. Prior to Control4, he held several senior finance positions, including chief financial officer at Lineo and corporate controller at I-Link. He began his career in public accounting at Coopers & Lybrand (now PricewaterhouseCoopers). He received his bachelor's in accounting from Brigham Young University in 1992. **Dan Strong**, Control4's CFO since January 2008, will transition to a part-time advisory role on Sept. 30.

• **Extra Space Storage Inc.**, Salt Lake City, announced that its board of directors has declared a quarterly dividend of 59 cents per share for the 2015 third quarter. The dividend is payable Sept. 30 to stockholders of record Sept. 15.

TRANSPORTATION

• **C.R. England**, Salt Lake City, has announced changes in its executive team that has transitioned the corporate sales and marketing functions under new leadership and eliminated the position of executive vice president of corporate sales and marketing. **Brandon Harrison** has assumed the role of chief sales officer. He will oversee national, regional and Mexico divisions and manage all corporate sales and marketing functions. Harrison has been with C.R. England since 2003, serving in a number of roles, including co-chief operations officer,

president and vice president of national and regional divisions, operations manager, senior operations manager of the dedicated division, and director of national fleet operations. He was named co-chief operating officer in May 2013 with specific oversight for the national, regional and Mexico divisions as well as for safety and compliance. The company also announced that **David Kramer** has left C.R. England to pursue other opportunities.

• **England Logistics**, Salt Lake City, has promoted **Patrick Wallace**, **Ryan Lavigne** and **Shaun Beardall**. Wallace moves from senior director of parcel, LTL and cold chain to vice president of sales and marketing. He will be responsible for overseeing key national accounts as well as serve in an advisory capacity to the advertising and marketing department. Before joining England Logistics, Wallace spent nine years (2000-2009) at C.H. Robinson and more than five years at Trinity Logistics as the director of business development. Lavigne moves from senior director of England Carrier Services to vice president of England Carrier Services. He will oversee the Fuel, Tire, and Factoring divisions within England Carrier Services. Lavigne spent seven years in international finance developing foreign markets before joining the England Logistics team. He received his bachelor's degree in accounting and a Masters of Business Administration from the University of Utah. Beardall moves from senior director of FTL brokerage to vice president

of logistics services. He will be responsible for each of England Logistics' transactional divisions, including FTL Brokerage, Agent Services, Cold Chain LTL and Dry LTL & Parcel Services. Beardall has spent 10 years with England companies. He successfully ran a fleet of trucks at C.R. England prior to managing the entire Container Business Unit for England Logistics. Beardall received his undergraduate degree in technical sales from Weber State University in 2005. He is currently pursuing a Masters of Business Administration from University of Phoenix, with a confirmation date scheduled in 2017.

• The **Simon Cos.**, Salt Lake City, has hired **Blake Rigby** as chief financial officer and chief operating officer of its transportation, logistics and technology businesses. Rigby will oversee all financial and business operations of onewaytrailers.com, Simon Transport and Transportation Data Source. He has more than 30 years of executive leadership and experience in corporate finance, administration, IT and operations, including holding CFO, COO and corporate president positions at companies specializing in transportation and logistics, real estate, manufacturing, energy, media, education and more. He earned a B.S. in accounting from the University of Utah.



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Transforming customer pain into innovative new products

Customer pain often creates opportunities for the introduction of innovative new products and services to the marketplace.

Today, there are companies devoted to bringing about such innovations. One of the foremost of these is IDEO, an award-winning global design firm that employs a three-step process to help organizations innovate and grow.

IDEO begins with any customer pain that suggests a market opportunity. IDEO calls this step "Inspiration," where the motivation to create solutions begins.

Typically, a basic understanding of customer pain leads to organizing a multi-disciplinary team of designers, behavioral and social scientists, marketers, engineers, anthropologists and other intelligent individuals whose task is to observe the behaviors of customers and non-customers.

The team decides whom to observe and how to draw useful insights from those observations. Team members consciously avoid preconceived notions regarding the problem or solution; they dedicate themselves to seeing the issue through customer eyes in functional, cognitive and emotional terms. IDEO stresses that this observation process will invariably make unexpected discoveries along the way — and that the team needs to follow these

wherever they lead.

The Inspiration phase leads to the next step: "Ideation," the process of generating, developing and testing ideas before taking them to market. This is what some have called the "trystorming" phase.



RICH TYSON

Trystorming is a combination of quick brainstorming with iterative prototyping that emphasizes failing as early and often as possible. This is done while spending the least amount of money possible. It is significantly different than traditional brainstorming where the team narrows the list down to one idea, puts together a big budget and schedule and then introduces a product or service with the hope that everything works out.

A key ingredient to trystorming is the perspective of each individual on the team. Rather than being conservative and risk-averse, they are encouraged to come up with ideas and rapidly introduce those ideas to customers. This is inherently mistake-tolerant and often is an enjoyable process for team members.

Once trystorming has led to the optimal outcomes, the third and final phase of the IDEO process is "Implementation." This step defines the path that leads from the project room to the market. It is where substantial investment of time and money begins.

While the team is still sensitive to insights from customers, at this point they are "going to market" with a finished product.

The fact that Implementation occurs after thorough attention to Inspiration and Ideation provides a strong assurance that the customer's pain is being handled and that there is a solid market for the product or service. The IDEO process is an example of "fast to market through a slow, deliberate process."

In the September, 2015 edition of the *Harvard Business Review*, Tim Brown, CEO and president of IDEO, and author Roger Martin wrote about how IDEO's process was used successfully to introduce a new product initiative at MassMutual.

The challenge was to find innovative ways to persuade people younger than 40 to buy life insurance. The need was apparent, but the target market seldom perceived that need. MassMutual's employees saw little value in pursuing this market, as it had proven to be a notoriously unproductive selling opportunity.

The challenge seemed monumental: an external, largely disinterested customer base and a cynical group of internal customers, namely, its own sales personnel.

MassMutual worked with IDEO to design a completely new type of customer experience focused on educating its target customer about long-term financial planning. After following

the IDEO process of Inspiration, Ideation, and Implementation, MassMutual launched its "Society of Grownups" in October of 2014, described as a "master's program for adulthood."

The program offers external customers a multichannel delivery system that provides state-of-the-art digital budgeting and financial planning tools, brick-and-mortar facilities for financial education and a curriculum designed to address the customer's questions and concerns. In so doing, it also addressed the concerns of its internal customers through careful organizational redesign.

To date, both external and internal customers have embraced the program, adding a profitable new business segment for MassMutual.

The IDEO process has been used successfully by companies small and large throughout the world — and is also available to each of us as we endeavor to go to the pain and jump to the next curve.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.

1-800 Contacts moves into new Draper home

Draper-based online contact lens retailer 1-800 Contacts Inc. has moved into its new corporate headquarters. The company opened the state-of-the-art facility in the Draper Pointe development with a ribbon-cutting ceremony attended by Draper city dignitaries and construction partners Gardner Co., The Boyer Co. and L&T Construction.

"We're thrilled with our new headquarters facility, which houses all of our corporate departments in one building," said Brian Bethers, CEO of 1-800 Contacts. "We've created a work environment that inspires collaboration and better enables us to grow our business."

The company occupies 100,000 square feet of the LEED-certified building that features floor-to-ceiling windows that maximize natural lighting and an on-site restaurant and wellness center.

As the nation's largest retailer of contact lenses in the United States, 1-800 Contacts has had its headquarters in Draper since 1997.

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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.

Sept. 9, 7:30 a.m.

Presentation by Arthur C. Brooks, author of *The Conservative Heart: How to Build a Fairer, Happier and More Prosperous America*, a Sandy Area Chamber of Commerce event. Location is Jordan Commons Theater Suites, 9400 S. State St., Sandy. Free. Details are at sandy-chamber.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, noon-1:30 p.m.

Salt Lake Chamber's 128th Annual Meeting. Theme is "Recipe for Success." Event will feature a tribute to the 2014-2015 board chair, 2015 Chamber Champions and this year's outstanding Corporate Partners. Location is Salt Lake City Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$65. Sponsorships are available. Details are at slchamber.com/annual-meeting.

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. 9, 5-7 p.m.

Business After Hours Mixer, an Ogden/Weber Chamber of Commerce event. Location is Lantern House, 137 W. Binford Ave., Ogden. Cost is \$10. Details are at ogdenweberchamber.com.

Sept. 9, 6 p.m.

Business After Hours, a Murray Area Chamber of Commerce event. Location is The Point After Sports Bar & Grill, 5445 S. 900 E., Murray. Details are at murraychamber.org.

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, 7:15-9 a.m.

ACG (Association for Corporate Growth) Breakfast Meeting. Event features a private equity panel consisting of Don Rands, senior relationship manager and team leader in Zions Bank's Sponsor Finance Group (moderator); Matt Marsh, Sorenson Capital; and Jason Reading, co-founder of Aries Capital Partners. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Details are at acg.org/utah.

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 utahtech.org.

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

WIB (Women in Business) Bosses Luncheon, a Davis Chamber of Commerce event. Speaker is Paul Parkinson, president of Gradual Elevate Media and Author of *Unselfish - Love Thy Neighbor As They Selfie*. Location to be determined. Cost is \$15 with an online RSVP, \$20 at the door. Details are at davischamberofcommerce.com.

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

Centers of Influence Networking Luncheon, a West Jordan Chamber of Commerce event. Location is 9175 S. Redwood Road, West Jordan. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at westjordanchamber.com.

Sept. 10, 3-5 p.m.

"21st Century Entrepreneur - Term Sheets," a Wayne Brown Institute event. Panelists include Jerry Vance (moderator), Preferred CFO; Chris Anderson, Durham Jones & Pinegar PC; Sam Bernards, Peak Venture Capital Partners; Phil Grimm, SLC Angels; and Curt Roberts, Kickstart Seed Fund. Location is Durham Jones & Pinegar PC, 111 E. Broadway, eighth floor, Salt Lake City. Cost is \$10. Registration can be completed at Eventbrite.com.

Sept. 10, 3-7 p.m.

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 sandy-chamber.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. 14, 8:30 a.m.-3:30 p.m.

ABC Contractor Continuing Education, presented by the Associated Builders and Contractors (ABC) Utah Chapter. Nov. 30 is the deadline for all contractor licenses to be renewed. The course fulfills both the core and professional requirements set by the state of Utah and the Department of Licensing to renew. Location is Ogden BDO, 918 W. 2nd St, Building 10A, Room 125, Ogden. Course also is available Nov. 3 at this location; Oct. 5 at Big-D Construction, 1788 W. 200 N., Lindon; and Sept. 30, Oct. 21, Nov. 18 and Nov. 24 at the ABC office, 660 W. 900 N., Suite B, North Salt Lake. Cost is \$69 for members, \$99 for nonmembers. Registration is available at www.abcutah.org or emailing abc.utah@abcutah.org.

Sept. 15-16

Utah Manufacturing Association (UMA) Health Plan Kick-Off, designed for companies with two to 100 benefit-eligible employees. Activities are Sept. 15, 10 a.m., at McKay-Dee Hospital Education Department, East Auditorium, 4401 Harrison Blvd., Ogden; Sept. 15, 2 p.m., at Bridgerland Applied Technology College, 1301 N. 600 W., Room 806/808, Logan; and Sept. 16, 10 a.m., at the UMA office, 428 E. Winchester St., Suite 135, Murray. RSVPs can be completed by contacting Annette Beckstrand at (801) 363-3885 or insurance@umaweb.org.

Sept. 15, 7:30-9 a.m.

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Speaker Mary Nickles,

KUTV 2 news anchor, will discuss her breast cancer survivor story. Location is Dealertrack, 10757 S. River Front Parkway, South Jordan. Details are at sandy-chamber.com.

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

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 626 Deseret Drive, Kaysville. Details are at davis-chamberofcommerce.com.

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, 7-11 a.m.

RealCON Real Estate Conference, presented by the Utah Chapter of CCIM in partnership with the Utah Association of Appraisers (UAA). Speakers are Rod Santomassimo, founder and president of the Massimo Group; Mike Acton, director of research for AEW Capital Management, who will discuss local and nation-

al trends; and top industry professionals in Utah speaking about 2015 trends and 2016 market projections, environmental and contract issues, best practices and more. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Details are at <http://www.utahccimchapter.com> or <http://www.utahassociationofappraisers.com>.

Sept. 17, 11:30 a.m.-1 p.m.

Member to Member Workshop, a Sandy Area Chamber of Commerce event. Speaker Lisa Smith, founder of 7-Touch Marketing, will discuss "Building Your Marketing Toolkit." Location is the Salt Lake Community College Miller Free Enterprise Building, Room 223, 9750 S. 300 W., Sandy. Details are at sandy-chamber.com.

Sept. 17, 11:30 a.m.-1 p.m.

Business Center Workshop, a West Jordan Chamber of Commerce event. Topic is attracting the best clients to your business. Location is the West Jordan Community Room, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$10 for pre-registered nonmembers, \$12 at the door. Details are at westjordanchamber.com.

Sept. 17, 11:30 a.m.-1 p.m.

Chamber Mayors Luncheon, a Davis Chamber of Commerce event. Location to be determined. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at davischamberofcommerce.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. 21, noon-1:30 p.m.

TTIP Roundtable, a World Trade Center Utah event featuring U.S. Rep. Erik Paulsen, R-Minn. Details to be announced. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free, but space is limited. Details are at wtcutah.com.

Sept. 22-23

Utah Manufacturing
see CALENDAR page 12

Opinion

We must find a needle in the growing presidential candidate haystack

Despite a nuclear Iran looming on the horizon, the media seem to be putting most of their attention on two candidates for their respective parties' presidential nominations next year. Moreover, Hillary Clinton and Donald Trump each make their own party nervous.

If next year's election comes down to Clinton versus Trump, a lot of people may simply stay home in disgust.

When we are this far away from the official start of the primary election season, we can usually just say, "It's still early days." Many a front runner this early in the process ended up out of the running by the time the party conventions were held and totally forgotten by election day.

That is the way it usually is. But that is not likely to be the way it will be this time.

This is Hillary Clinton's last hurrah. It is now or never for her. And the Democrats have nobody comparable as a vote-getter to put in her place.

Even if an investigation finds Mrs. Clinton found guilty of violating the law in the way she handled e-mails when she was Secretary of State, the Obama administra-

tion is not likely to prosecute her. And Pres. Obama can always pardon her, so that the next administration cannot prosecute her either. So Hillary doesn't even have to take a plea bargain.



THOMAS SOWELL

Someone with a sense of shame might well withdraw from the contest for the Democratic Party's nomination, now that public opinion polls show that most people distrust her. But since when have the Clintons ever had a sense of shame?

On the Republican side, former Speaker of the House Newt Gingrich has pointed out that if Donald Trump can continue to get 20 or 25 percent of the Republican voters on his side, he can build up a formidable lead of delegates in winner-take-all primaries.

It will not matter if 60 percent of the Republican voters turn against him, if that 60 percent is split up among all the other Republican candidates, with none of those candidates getting more votes than Trump.

Sometimes financial backers can withdraw their support and force a stubborn candidate to drop out of the race. But Trump has enough money of his own to stay in the

race as long as he wants to, even if that ruins the Republicans' chances of winning the 2016 elections.

Ironically, the Republicans have a much stronger set of presidential candidates than usual to choose from this year. But the media obsession with Trump means that even the best of these candidates are not likely to get enough exposure for most voters to get to know much about them.

Governors with superb records — such as Bobby Jindal in Louisiana and Scott Walker in Wisconsin — may not have much name recognition on the national scene. And certainly the little sound bites in the so-called "debates" are not likely to tell the voters much.

This is not just the candidates' problem. With this country facing historic dangers, both internally and internationally, we urgently need to find someone with depth, insight and courage as the next president of the United States.

But, with the media obsessed with Donald Trump's show biz talents and persona — and covering everything he says, does or might do, 24/7 — how are the voters to sort through the large number of Republican candidates to find a couple that are worth

getting to know more thoroughly?

It will be like trying to find a needle in a haystack. And never was finding that needle, the right leader, more important for the nation.

Internally, we are so polarized over immigration that our current "leaders" have left our borders wide open to terrorists from around the world, rather than take the political risks of offending voters on one side of this issue or offending voters on the opposite side. Instead, they risk American lives by their inaction.

Internationally, our "leaders" have written a blank check for our most dangerous and fanatical enemy — Iran — to get both nuclear bombs and the missiles to deliver them. And the Obama administration, with a track record of huge shameless lies, offers us its reassurances.

We had better find that needle in a haystack — someone who can salvage a desperate situation. Flamboyant rhetoric is not enough.

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

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Heroics on a Paris-bound train demonstrate what's right about America

"Spencer, go! Let's get 'em!"

On Aug. 19, three young Americans, Anthony Sadler, Spencer Stone and Alek Scalatos, friends from youth, were riding on a bullet train from Amsterdam to Paris. They were celebrating their friendship and the return of National Guard soldier Scalatos from an Army deployment to the Afghani desert. Sadler is a Sacramento State physical therapy student, and Stone is an U.S. Air Force airman on active duty and stationed in the Azores. In the rail car behind them also rode a French-American professor of English at a Paris university, Mark Magoolian, and his wife. They also were traveling to Paris. Life was good.



MAC COLEMAN

Professor Magoolian was the first to see a young Moroccan man enter the train car's restroom. The Professor was concerned because the man was carrying a large suitcase and took a long time in the restroom. When the man came out, waving an AK-47 rifle, a sidearm and a box cutter, Magoolian, told his wife, "Go!" She quickly hid herself under the seat. The professor then tackled the criminal/terrorist and was shot in the neck for his heroic efforts. Life turned horrible.

In the forward car, the young Americans heard the commotion and saw a railroad employee running down the aisle, chased by the Moroccan man brandishing his weapons. Things were turning into bloody chaos — exactly the environment that terrorists rely on.

But in the crisis moment, the American soldier and airman knew what to do — and

they did it. It wasn't the folly of youth or an attraction to violence that compelled their actions; it was their American military training that kicked in to save the day. These young men reacted to danger with exactly what French Pres. Francois Hollande later described as he gave these men France's highest honor, la Légion d'Honneur. Pres. Hollande said that these men saw the enemy and reacted as patriots and heroes by showing courage, strong will and honor. They made the difference between life and death. It's inexplicable that such sentiments and gratitude were pronounced first by the French president and not by our own.

When the terrorist thug passed them in the aisle, the U.S. soldier yelled to the U.S. airman, "Spencer, go" and "Let's get 'em." All three Americans jumped on, knocked down, beat up and subdued the armed criminal. Stone took the brunt of the damage when the wannabe murderer cut him deeply on the hand and arm with the box cutter. Then, with the help of a British man, Chris Norman, the Americans tied up the terrorist. Life, while it would never be quite normal again, was restored to peace.

Then Magoolian's wife hurried in, pleading for help for her husband in the next car. Ignoring his own wounds, Stone went to the Magoolians' aid and staunches the man's bleeding until the train arrived in Arras. He saved Prof. Magoolian's life.

While the airman was doing his job, his friend Sadler and the Brit Norman, were doing their job of keeping the terrorist subdued. The soldier Scalatos also did his job

by going into the other train cars, making sure that the danger was gone and that there were no more wounded people. The military training and ethos displayed by selfless, courageous American men carried the day, saved lives and averted tragedy. I am humbled to have worn the same uniform as Stone. I salute them all.

These men's heroics reflect what makes America great: "Spencer, go. Let's get 'em." The American ethos says that when a crisis confronts us, we act. We succeed because we identify the enemy. We jump into the breach and confront the danger. We persevere. When the battle is over, and life is good again, we help the wounded.

This ethos of immediate action and assistance is not obsolete. It has long united our military services and military members, regardless of color, ethnicity or background. Decades of serving in uniform throughout the world have shown me that this ethos has a powerful effect on people. Our friends expect us to lead. They want us to rally their support to our banner. They want us to carry the day. Brave and committed Americans carried the day on that train and life for all was good again.

When America's president leads the world with a clear strategy and resolute

see COLEMAN pg. 12



Opinion

S&P 500 has overcome obstacle after obstacle through the years

No one knows what will happen tomorrow on Wall Street. Even the most esteemed analysts can only make educated guesses. As the old saying goes, "Past performance is not indicative of future results."

All that said, the market has had many more positive years than negative years. The history of the S&P 500 is worth considering in light of recent market volatility.

The S&P is the broad benchmark that economists, journalists and investors regard as shorthand for the "market." As the S&P 500 includes about 500 companies, it represents overall market performance better than the 30-component Dow Jones Industrial Average.

If you look at the annual returns of the S&P since 1928, you will see a long ascent with periodic interruptions and a historical affirmation of equity investment. Looking at the total returns of the S&P (with dividends reinvested), the numbers are even more impressive.

The S&P advanced in 63 of the 87 years from 1928-2014. The average total return during those 63 profitable years was 21.5 percent. The average total return dur-

ing the 24 down years was not as bad: -13.6 percent. The index has endured only four multi-year slumps in this 87-year period: 1930-31, 1940-41, 1973-74 and 2000-02. As for extremes, the total return for 1954 was 52.56 percent; the total return for 1931 was -43.84 percent.



MARK LUND

Narrowing the time frame a bit to reflect the investing experience of baby boomers, the S&P advanced in 31 of the 40 years from 1975-2014.

Have market gains typically outpaced inflation? Looking at data since 1950, the answer is "yes." Only in the 1970s and 2000s did U.S. equities climb less

than consumer prices. The nadir came in the 1970s, when yearly inflation averaged 7.4 percent while the S&P's average price return was 1.6 percent and its average total return was 5.8 percent. Contrast that with the 1990s. In that decade, the annual price return for the index averaged 15.3 percent, the average total return 18.1 percent and mean yearly inflation was just 2.9 percent.

When it seemed like the market was coming apart, the S&P recovered. As the oil crisis and inflation threatened to unglue venerable economies in the 1970s, the

S&P posted total returns of -14.31 percent in 1973 and -25.90 percent in 1974. Then it roared back, gaining 37.00 percent in 1975 and 23.83 percent in 1976. When the dot-com bubble burst, the total return was -11.85 percent in 2001 and -21.97 percent in 2002. After that, the S&P's next two annual total returns were 28.36 percent and 10.74 percent. When the credit crunch and the Great Recession occurred, the index delivered an abysmal -36.55 percent total return in 2008. The next year, the total return improved to 25.94 percent and stayed positive through 2014.

The S&P's compound returns are especially encouraging. In studying the index's compound annual returns, we get a solid understanding of how staying in the market has benefited the U.S. equity investor. Average returns are interesting, yet they do not factor in cumulative gains or losses over a given period. Examining 40-year performance periods for the S&P from 1928-2014, the poorest such period had a compound return of 8.9 percent. The best 40-year window had a 12.5 percent compound return. Using an even narrower window, we find that the best 15-year stretch was from 1985-99, producing a compound return of 18.3 percent. The poorest 15-year stretch occurred before many of today's

investors were born. The interval from 1929-43 had a compound annual growth rate of just 0.6 percent.

The compound return across 1928-2014 is 9.8 percent — in simplest terms meaning that a \$100 investment in shares of S&P 500 firms in 1928 would have grown to \$346,261 in 2014.

The correction we have just witnessed looks momentary indeed in the light cast by these windows of time.

The lesson? Stay patient and keep the big picture in mind. Before this latest correction, the market had been comparatively calm for so long (the previous 10 percent drop happened nearly four years ago), investors had almost forgotten what a correction felt like. Moreover, that 2011 correction was the culmination of a three-month market descent; it was not so abrupt.

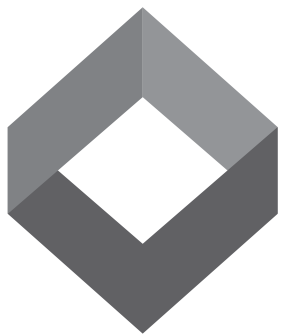
We cannot predict tomorrow, but we can take comfort (and encouragement) from the history of the market and how well the S&P 500 has performed over time.

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 in Utah.

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CALENDAR

from page 9

Association (UMA) Health Plan Kick-Off, designed for companies with two to 100 benefit-eligible employees. Activities are Sept. 22, 10 a.m., at the Utah Valley Regional Medical Center, Classroom 8, Northwest Plaza, 1134 N. 500 W., Provo; Sept.

23, 10 a.m., at the SelectHealth Conference Room, 1424 Foremaster Drive, Suite 200, St. George; and Sept. 23, 2 p.m., at the Iron County Visitors Bureau, 581 N. Main St., Cedar City. RSVPs can be completed by contacting Annette Beckstrand at (801) 363-3885 or insurance@umaweb.org.

Sept. 22, 8-9:30 a.m.

“Keeping the Crown Jewels

Out of Unfriendly Hands,” a Utah Technology Council (UTC) Workman Nydegger clinic. Chad Nydegger, shareholder at the firm, will explain what types of information may qualify as trade secrets and provide tips on how to protect them. Location is Workman Nydegger, 60 E. South Temple, Suite 1000, Salt Lake City. Free for UTC members, \$40 for nonmembers. Details are at

utahtech.org.

Sept. 22, 11 a.m.

2015 EDCUtah Annual Meeting, an Economic Development Corporation of Utah event. Activities begin with 11 a.m. registration and reception, followed by lunch and presentation at noon. Keynote speaker is Eric Greitens, a Navy SEAL, author and among *Time* magazine’s “100 Most Influential People in the World.” Location is Grand America Hotel, 555 S. State St., Salt Lake City. Sponsorships are available. Details are at edcutah.org.

Sept. 22, 11 a.m.-2 p.m.

Political Development Series, presented by the Women’s Leadership Institute (WLI). First of six three-hour sessions (concluding Feb. 4) for women considering running for political office. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$65 for all six sessions. Registration deadline is Sept. 11. Details are at <http://wliut.com/political-development-series/>.

Sept. 22, 11:15 a.m.-1:15 p.m.

Women In Business Luncheon, an Ogden/Weber Chamber of Commerce event. Location is Hub 801 Event Center, 3525 Riverdale Road, Ogden. Details are at ogdenweberchamber.com.

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

Eighth Annual Women Tech Council (WTC) Awards Luncheon. Sixteen women in the technology industry will be honored. Speaker is Michelle Munson, chief executive officer of Aspera. 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. 22, 7-8 p.m.

“Trailblazers of Clean Energy” Series event featuring racecar driver Leilani Munter. Other events in the series are Oct. 21, featuring Vien Truong, Green for All; and Nov. 5, with Eric Corey Freed, organic architect. Location is the University of Utah’s S.J. Quinney College of Law, 380 S. University St., Salt Lake City. Ticket information is available at utahcleanenergy.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, 11 a.m.-1:30 p.m.

Roundtable Lunch

Discussion titled “Your Organization’s Biggest Challenge(s),” organized by Corporate Solutions (Salt Lake Community College). Location is Salt Lake Community College’s Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Free, but registration is required. Details are at www.utahtech.org.

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. 24, 8 p.m.

“A Conversation with Michael Lewis,” the 2015 Sam Rich Lecture presented by the Hinkley Institute of Politics in conjunction with the David Eccles School of Business at the University of Utah. Lewis is a journalist and author of *The Big Short*, *Moneyball*, *The Blind Side*, *Flash Boys*, *Boomerang* and *Liar’s Poker*. Location is Abravanel Hall, 123 S. Temple, Salt Lake City. Tickets are available through ArtTix. Details are at <http://www.hinckley.utah.edu/sam-rich-lecture-series/>.

Sept. 26, 8 a.m.-2 p.m.

Student Entrepreneur Conference, managed by the Utah Entrepreneur Series, a division of the Lasonde Entrepreneur Institute and the David Eccles School of Business at the University of Utah. Open to all university students across Utah. Location is eBay’s Draper campus, 583 W. eBay Way, Draper. Cost is \$15. Details are at <http://lassonde.utah.edu/sec/>.

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/ or ustar.org.

TRUCKS

from page 1

likely be seeing many more food trucks in the months to come.

The coordination among the food trucks, food truck associations, industry agencies and municipalities is helping the mobile dining option spread like wildfire. One such agency playing a role in getting food trucks known throughout Utah (although the agency is headquartered in Los Angeles) is Roaming Hunger, a directory service and agency that markets food trucks.

Its purpose is to connect food trucks to private and public events, corporate events and weddings. Among the companies it has helped provide with food truck service are Google, Apple, Nike, NBC and others. It also offers marketing campaigns and promotions. One of its most impressive options is the mobile app that connects patrons to food trucks. The app allows customers to find the nearest food truck.

When asked how Roaming Hunger makes a profit, Alexis Evans, director of media relations, said, “We charge a small booking fee for completed food truck bookings.” This seems to be the typical protocol for services of this kind.

“The best way to describe what we do, is that we provide logistics for food trucks,” said Haley Tolzmann, CEO of Food Truck Underground. Part of its services is to work with municipalities on public areas for food trucks to service. Cities often call FTU, according to Tolzmann, if they want to invite food trucks to areas of their city, such parks, to bring traffic to that area. FTU also coordinates special events and catering for business parks, according to Tolzmann.

Tolzmann said any food truck can be a part of the program. All a food truck proprietor needs to do is fill out a form with vendor information and Tolzmann will contact them for events.

Tolzmann doesn’t charge any fees to be a part of the FTU, but does ask for a 10 percent cut of their earnings at each event coordinated by FTU. Typically, there is only a charge of \$30 for a lunch event.

The Food Truck League is another association that is used by

food trucks in Utah. It is located at 2230 S. Highland Drive, Salt Lake City, and forms markets with food trucks and live music every Monday from 6-10 p.m.

“Food Truck Thursdays at the Gallivan Center (a lineup of food trucks from 11 a.m.-2 p.m. each Thursday) has been going on for about three years now,” said Kristen Young, marketing and advertising event manager for the venue in downtown Salt Lake City. “Our motive is to provide a great city event.” The food trucks don’t pay fees to participate in this event, said Young.

According to Young, if food trucks want to get involved, participants are chosen by a lottery system. Owners must send an email at midnight on Sunday and if they are among the first seven to do so, they get to be a part of it the following Thursday’s lineup. “We get new food trucks every week. The competition is stiff,” said Young. As to why only seven trucks are invited each week, Young explained, “When we first started it, some of the brick-and-mortar restaurants weren’t very happy, so we agreed to limit it to a certain amount of trucks.”

The Gallivan Center also offers musicians an opportunity for exposure as part of the “Lunch Bunch Concert Series” Monday through Friday. On Thursdays, the musicians perform near the food trucks.

Jerry Basford, associate vice president of student affairs at the University of Utah, currently allows only eight food trucks on campus. Food trucks park in the library plaza and between the Union Building and Student Services Building. The rent for the food trucks, under an annual contract, is \$250 monthly. A sidewalk pass to park on the sidewalk is also required, which costs \$72.50 monthly. This allows the food trucks to be in these spots on campus for as long as they’d like. Basford said he is willing to look into adding more food trucks on other parts of the UofU campus if he can get approval.

Soho (named for south Holladay) is the only full-time, permanent food truck park in Utah, located at 4747 S. Holladay Blvd., Holladay, according to co-owner Shelly Olsen. Her food park is unique because it has seating available for more than 100 “foodies” and power available in

each food truck stall so trucks won’t have to use their generators for electricity. The food park is currently open six days a week, excluding Sundays, from 5-10 p.m.

Olsen said she takes a small percentage of the actual food truck sales each visit so if there is a rain-out the trucks won’t lose money. While the food trucks don’t have to pay any parking fees because she and her husband own the property, they do need to be registered annually with the city of Holladay. The food park will be open all year with heated areas during cold weather. “There is a real sense of community; people come and they stay,” remarked Olsen. To create ambiance, Olsen also has live music some nights and selected playlists for her on-site public address system.

When asked about the food truck scene in Utah, Adam Terry, the owner of Waffle Love, who recently competed on the Food Network’s reality show, “The Great Food Truck Race,” said, “The food truck scene has grown more diverse.” He said he started as the only food truck in Utah County three years ago and now has more than 40,000 followers on Instagram. “The best food trucks are good at one or two things,” he said.

COLEMAN

from page 10

action based on absolute commitment to American principles to defend freedom, life is good. When our president stands firm, rallies compatriots of all stripes and shouts, “Let’s get ‘em,” those who create chaos for a tribal cause and terrorize others will be beaten and hogtied in the aisle of the train.

If our president — this one or the next — does not promote unity in the nation and in the world and does not exhibit the vision and courage to sustain it, he or she is not worthy to stand in the same room with these brave Americans who knew what saves the day: “Let’s get ‘em.”

Mac Coleman is a retired U.S. Air Force colonel who lives in Houston. His military and diplomatic corps career spanned more than 30 years. He can be reached at mac.coleman.colonel@gmail.com.

Uncovering your own secret of selling; Why do YOU buy?

Think about the last few things you purchased.

They hold the secrets to increasing your sales.

Giving a seminar, I was in a stream of consciousness talking about buying motives and why people buy. As usual I was focused on the customer side, the probable purchaser side, the buyer side of the equation. Then out of the blue I said, "Think of something that you just purchased. Why did you buy it?"

All of a sudden a one million-watt light bulb went off inside my head. One of those instantaneous AHA messages. I discovered an answer — and it's an answer that everyone can understand.

If you list the last 10 things that you purchased you will discover the motives behind your own buying decisions, and at the same time, you will discover the formula for why others buy. Those "others" are your prospects, your potential customers — you know, the ones that you are erroneously trying to "sell."

When you list the 10 items,

do it on a spreadsheet. In the second column write down whether you needed what you bought or just wanted it. In the third column, write down whether you could afford it on the spot or you went over budget and had to charge it. In the next column, write down how you purchased. Did you go to them, did they come to you or did you buy it online? If you bought it online you might want to enter what time of day you bought it. It is interesting to note that a high percentage of online purchases are made after 8:00 pm.

In the next column, write down whether or not you liked the salesperson (assuming there was one). In the next column, write down the percentage of influence that the salesperson had in completing the sale — one being the low, 100 being the high.

In the next column, enter your risk factor in making the purchase — one being the low, 100 being the high. In other words, how much did you fear the purchase and how much did you fear you were making the right purchase before you bought (usually the

higher the purchase price — home, car, etc. — the more hesitancy).

In the next column, write the word "price" or "value." If you went for price only, write "price." If you went for value the most, then write "value." There's a caution here: Only put the word "price" if you went for the lowest price in the category, not the lowest price for the item. In other words, if you bought a BMW you didn't buy price, you bought value regardless of where you bought it.

In the next column, rate your experience by percentage, one being the low and 100 being the high. One meaning, "I'll never come back," and 100 meaning, "I'll be back, buy again and tell my friends."

Then in the final column, write a sentence or two about how it happened. The story. If it takes three sentences, make it three. But write enough so that you understand what caused you to make the purchase of the item and then what caused you to make the purchase from that specific company for that specific product or service.

Now you have enough criteria to identify your own answers.

Once you read over the spreadsheet, you may find that you want to modify a few of them to get closer to your own reality.

Pretty simple so far, huh? Let's take it a little deeper.

When you finished buying, were you happy? Did you find yourself saying it was "OK, but..."? It's important that you note all the "buts." The buts are the obstacle to your purchases AND your sales. Did you learn lessons each time you bought about what you promised yourself you wouldn't do again? Those are the same obstacles to your sales. And were there cases where you selected one vendor over another? Note those reasons because those are the same obstacles to your sales.

Now let's go all the way to the bottom of the ocean. Compare the way you buy to the way you sell. How congruent are they? How compatible are they? Are you throwing up the same barriers that the people you bought from gave you? Are you missing the same nuances in your selling process that caused you to buy or walk away?

And so, now it's time for the ultimate question: "Would you

buy from yourself?" Unfortunately the ultimate answer is: "Probably not," and the reason is you haven't modified your selling process to harmonize with the way your prospects buy.

There's a hidden treasure. Of course there is. Whenever you go down to the bottom of the ocean, the object is to find the hidden treasure. The hidden treasure will be revealed to you when you go read (or re-read) *Acres of Diamonds* by Russell H. Conwell. All the sales answers you need are buried in your own back yard.

You already possess the treasure. You just haven't discovered it yet.

Free GitBit: *Acres of Diamonds* is on my recommended reading list. Want the complete list of my recommended library? Go to www.gitomer.com, register if you're a first-time user and enter LIBRARY in the GitBit box.

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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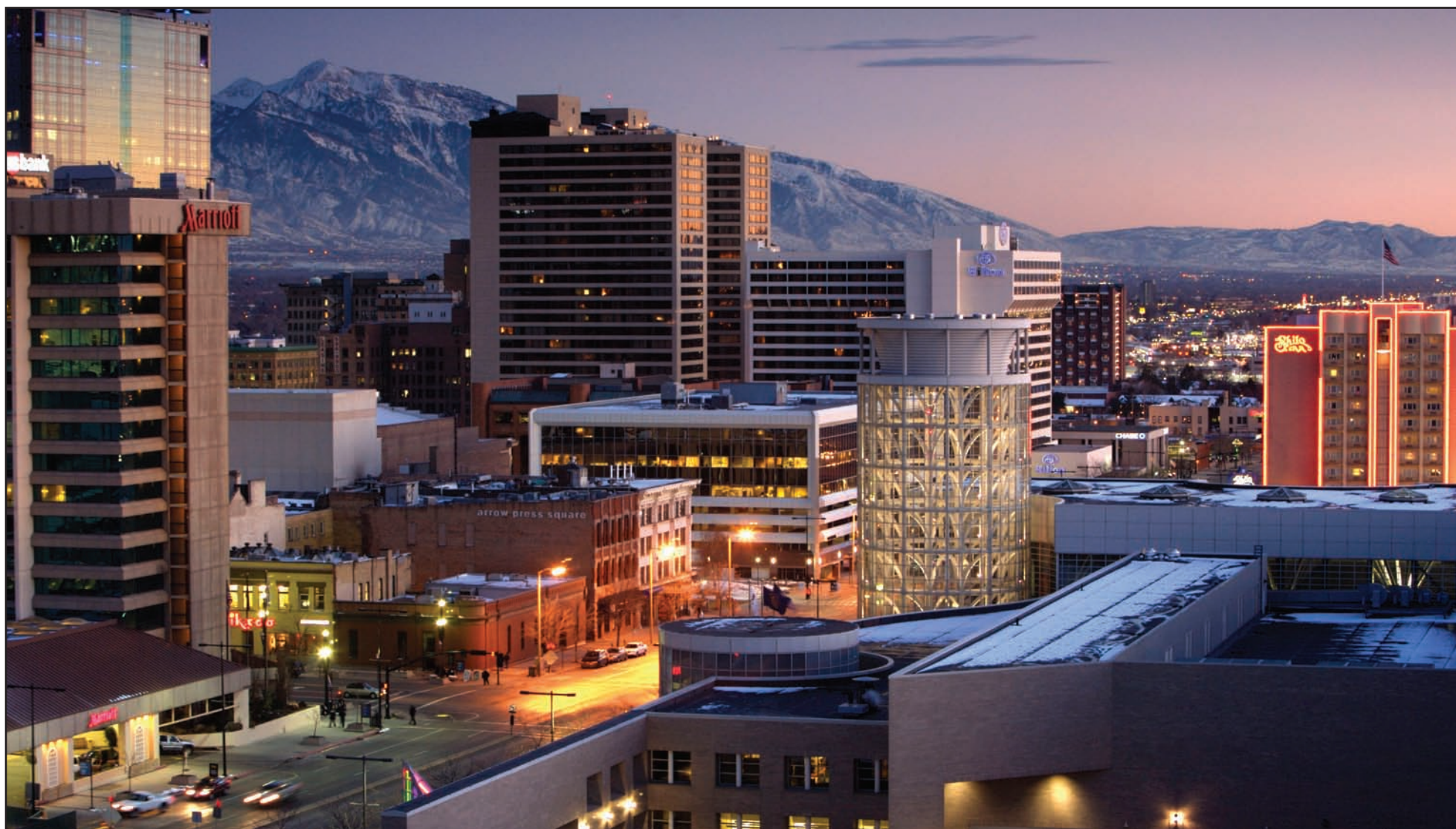
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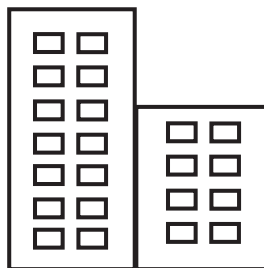
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13.66 Acres
\$1,200,000

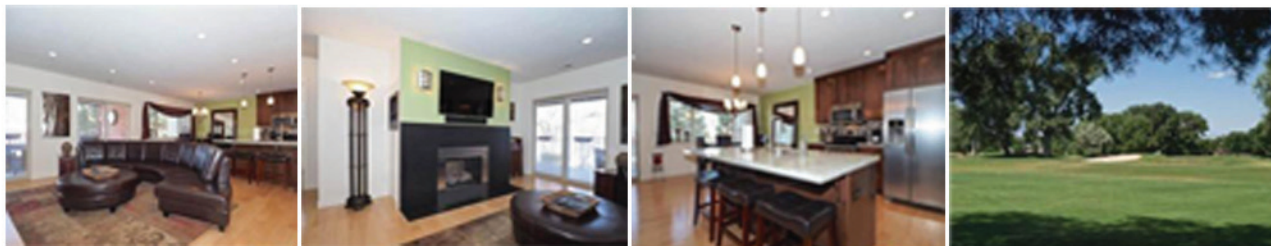
Residential Listings

On top of the world!!



3699 East Racquet Club Circle, Cottonwood Heights
 \$739,000 or Lease option
 .31 acres 3 car garage & workshop, 2 kitchens
 4 bedrooms 3 full baths 1 half bath, 2 family rooms,
 A fireplace and much more. Call for details.

This Location is perfect to get downtown or up in the mountains ...



or if you are a golfer this Condo is for you!!

2556 ELIZABETH ST #5 \$289,000

1479 sq ft, 2 bedrooms 2 full baths, family room, Laundry, Fireplace
 Forest Glen Condos has great extras like a swimming pool, Tennis court, clubhouse with a fully equipped fitness center, 5 ponds and about 10 acres in Sugar House.

IRON COUNTY SCHOOL DISTRICT IN CEDAR CITY, UTAH:

- Saves \$20,700 and 230,000 kwh/year
- Received \$62,500 in incentives



Be the best in class when it comes to energy savings.

Iron County School District cracked open the books on energy efficiency and learned a whole lot about savings. They used cash incentives to install high-efficiency packaged air conditioning units, “cool roof” material and energy-efficient lighting. We love it when savings are in session. Your business can benefit too by upgrading lighting*, HVAC, compressed air systems and more. To learn more, call 1-800-222-4335, contact a participating vendor or visit wattsmart.com.

*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.