

## OF NOTE



### Wall Street likes doughnuts

In celebration of the opening of its 1,000th store in Kansa City, Krispy Kreme gave out free doughnuts last week at all of its locations. The company's stock is up 1.9 percent so far this year and sales are good, too — up 3.7 percent at stores open at least one year.

### Industry News Briefs

page 6

### Business Calendar

page 9

### Real Estate Section

pages 12-15

## Bill to hike tip-earner wage dies in House committee



**Brice Wallace**  
*The Enterprise*

Tipped employees will not see their minimum wage increase, thanks to a legislative committee rejecting the idea.

The House Business and Labor Committee, by an 8-4 vote, kept HB236 from advancing to the full House.

The bill's sponsor, Rep. Justin Miller, D-Salt Lake City, testified that an increase from the current tipped-employee wage of \$2.13 per hour — which is also a federal standard for tipped employees — to the state and federal overall minimum wage of \$7.25 per hour would allow 20,000 Utahns to “receive an income that they can live off of.”

However, opponents said state law already calls for employers to pay tipped employees \$7.25 per hour if the \$2.13 and tips do not get employees to that level.

“That is how it reads. Unfortunately, that’s not how it’s applied,” Miller said of current law. He said tipped employees he has spoken to about the issue say they “very rarely” discuss the shortfall with their bosses “because it causes that very awkward conversation between employer and employee” if tips come up short.

HB236 would require employers to pay each non-minor employee, including tipped employees, at least the federal minimum wage, currently at \$7.25. It calls for that amount to be adjusted if the federal minimum wages changes and for the state to review the wage level at least once every three years.

Miller said that states with a \$7.25 minimum wage for tipped employees saw that it was good for both business and labor, or at least not detrimental.

Miller painted a picture of a low tipped-employee wage being detrimental to women. Nationally, more than 60 percent of tipped workers are in the food service industry, and 66 percent of employees getting tips are women. Forty-five percent are over the age of 30, so they are not just

**see TIP EARNERS pg. 5**



Mark and Elizabeth England display a fresh batch of product at their Dolcetti Gelato shop in Salt Lake City. The couple reports a steady increase in sales, which seems to be the trend at local ice cream and gelato shops. Photo courtesy utahstories.com.

## Parlors report ice cream sales continue strong

**Sheena Steedman**  
*The Enterprise*

Owners of local ice cream parlors and gelaterias, shops that retail the Italian ice cream dessert called gelato, are content with an overall rise in sales from 2013 to 2014. They believe it is a combination of Utah tradition, a boost in the economy, quality products and good customer service that keeps ice cream and gelato consumers coming back.

One of the gelaterias that has experienced growth this year is Dolcetti Gelato, located at 900 S. 902 E. in Salt Lake City. Co-owner Mark England (his wife, Elizabeth, is also an owner) said that he has seen sales gradually increase over the years and attributed the upswing to a variety of reasons, including good weather, location and making “the best gelato in Utah.” The 9-year-old shop is the oldest gelateria in the state, according to England. His shop with eight employees has continued to grow as more items have been added to the menu, including his wife’s perfected French macaroons (sweet cream or jam sandwiched between two meringue-based cookies of

## Hansen withdraws offer to build stadium at fairpark

**Brice Wallace**  
*The Enterprise*

The owner of Real Salt Lake has rescinded his offer to build a stadium at the Utah State Fairpark for his Real Monarchs SLC minor league team.

Dell Loy Hansen last week notified Roger Beattie, the fairpark’s chairman of the board, and Michael Steele, the fairpark’s executive director, that he was pulling the proposal made in January.

Hansen had offered to build the \$18 million, 8,000-seat stadium — and pay the entire construction cost — but needed the state to extend the Utah State Fairpark Corp.’s lease of the property for 40 years, beyond his current expiration in 2017. That extension never materialized.

“I must convey our deepest gratitude to both Mr. Beattie, Mr. Steele, the Fairpark board and countless others for their efforts in trying to make this happen,” Hansen said last week.

“Roger has been tireless in driving this

project’s vision and Mike has pushed for decisions to take the fairpark into a new era. Unfortunately, the timing and process involved with this project no longer make the venue a viable option for the business plans regarding the Monarchs and ancillary properties.”

Hansen said the Monarchs will continue to look “throughout the valley” for a permanent home. In the meantime, the Monarchs will share Rio Tinto Stadium in Sandy with RSL.

The words of state Sen. Scott Jenkins, R-Plain City, to a legislative committee a few weeks ago were prophetic. Jenkins said at the time that the failure to get a lease extension could prompt Hansen to “just walk and leave this thing alone and go somewhere else.”

Jenkins had suggested that the Natural Resources, Agriculture and Environmental Quality Appropriations Subcommittee

**see STADIUM pg. 4**

**see ICE CREAM pg. 4**



## AAA bringing 600 jobs to Clearfield

AAA of Northern California, Nevada and Utah will open a call center in Clearfield this spring, creating nearly 600 jobs.

The member service call center is scheduled to open in April and be fully operational by January 2016. It will dispatch roadside service technicians to 4.2 million AAA members, including nearly 200,000 in Utah.

"Utah is known for its talented, educated workforce and strong technology infrastructure, so we are confident that Clearfield is the right place to grow our business and hire local employees who are passionate about providing outstanding service to our members," said Jim Twardos, executive vice president of member experience and road service operations for AAA Northern California, Nevada and Utah.

"As we plan our club's growth for the next 100 years, this hiring initiative will bring the club's total workforce to more than 2,800 employees — nearly a 30 percent increase."

The center will be at 888 S. 2000 E. and will house call center operations in 55,000 square feet of a two-story office campus.

When it opens, employees will be available 24 hours a day, seven days a week, to respond to AAA members who request road service for problems such as dead batteries, flat tires or other automo-

tive emergencies. AAA responds to about 2.5 million emergency road service calls annually, with a total annual call volume reaching nearly 3.5 million.

"We are excited that AAA has selected Clearfield as the site to expand its service operations," said Clearfield Mayor Mark Shepherd. "As a highly respected company, they will be a valuable asset to Clearfield as they bring high-quality employment opportunities to our residents and those of our neighboring communities. The number of jobs they bring should have a significant economic impact on our city."

"We are excited to have such a high-caliber company like AAA locate in Davis County," said Davis County Commissioner Bret Millburn. "AAA is steeped in a long history of providing outstanding customer service to their members and will find the caliber of workforce here in Davis County is a perfect connection in carrying that tradition forward. In addition, AAA being located centrally in Davis County will provide a live, work and play opportunity for our residents. We welcome AAA to Davis County."

The company has begun hiring for the new center. Employment information and application instructions can be found in the "Careers" section at AAA.com.



## Forbes tabs Utah properties

Forbes Travel Guide has unveiled its 57th list of Star Rating winners worldwide, and the list includes several Utah properties.

The list includes 115 Five-Star hotels, 55 Five-Star restaurants and 48 Five-Star spas. The honorees also include 336 Four-Star hotels, 192 Four-Star restaurants and 163 Four-Star spas, along with 100 Recommended hotels and 60 Recommended restaurants.

The ratings were compiled by a team of professional incognito inspectors who traveled the world in search of the best hotels, restaurants and spas.

In Utah, the only Five-Star hotel is Stein Eriksen Lodge Deer Valley, Park City.

Four-Star hotels are Aman-giri, Canyon Point; Montage Deer Valley, Park City; Sorrel River Ranch Resort & Spa, Moab; The Chateaux Deer Valley, Park City; the Grand America Hotel, Salt Lake City; the St. Regis Deer Valley, Park City; and the Waldorf Astoria Park City.

A Recommended hotel is

Sundance Mountain Resort, Sundance.

Four-Star restaurants in Utah are Apex, Montage Deer Valley, Park City; Glitretind Restaurant, Stein Eriksen Lodge, Park City; J&G Grill Park City, the St. Regis Deer Valley, Park City; River-horse on Main, Park City; Powder, Waldorf Astoria Park City; and the Tree Room, Sundance Mountain Resort, Sundance.

Recommended restaurants are Edge Steakhouse, Westgate Park City Resort & Spa, Park City; and the River Grill Restaurant, Sorrel River Ranch Resort & Spa, Moab.

The only Five-Star spa in Utah is The Spa at Stein Eriksen Lodge, Park City.

Four-Star spas are Remede Spa Deer Valley, the St. Regis Deer Valley, Park City; Spa Montage Deer Valley, Montage Deer Valley, Park City; the Grand Spa, the Grand America Hotel, Salt Lake City; The Spa at Sorrel River Ranch, Moab; and the Waldorf Astoria Spa, Waldorf Astoria Park City.

## Cardalls now part of USI

USI, a national construction services provider of installed insulation and related services based in St. Paul, Minnesota, has acquired Cardalls Insulation of Logan. USI previously had operations in Salt Lake City and St. George.

Founded in 2001 by Joe Cardall, family-run Cardalls Insulation has shown steady growth and employs approximately 125 personnel across four offices in Salt Lake City, Logan, Provo and Idaho Falls. After closing, Alan and Nancy Cardall will retire from the business and Joe Cardall will become branch manager. Combined with Cardalls, USI will employ nearly 350 people in Utah and Idaho.

"We are excited to increase our service presence in Utah and Idaho with this acquisition," said

L.W. Varner Jr., CEO of USI. "The prospect of bringing Cardalls' expertise, valued people and assets to USI is a significant opportunity for us. We expect a smooth transition and enhanced value for both our current and future customers."

"As competitors, we always had the utmost respect for the values, quality and professionalism of USI," said Joe Cardall. "Now as one company, our combined best practices and focus on service leaves me very optimistic about the future."

Varner said USI's expansion in Utah and Idaho is indicative of the future growth prospects of commercial and residential construction in the region. With more than 35 locations, USI provides the nation's residential and commercial contractors with a wide range of construction services.

Recently, USI has supported building projects in Utah and Idaho, including the Huntsman Cancer Institute, the Provo Utah Temple, Brigham Young University and the Utah Data Center.

"The USI growth trajectory in the area reflects the company's overall momentum," said Varner. "By delighting our customers, we grow organically and as well as through strategic opportunities like Cardalls."

In accordance with Sec. 106 of the Programmatic Agreement, T-Mobile West, LLC plans to place antennas onto a new antenna structure at 4570 W. 12600 S., Riverton, UT. Please direct comments to Vitaly M. at 714-508-4100 regarding site SL02120A.



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# Gas prices still driving CPI, but this month it's going up

Although gasoline prices are on the way back up as we move into March, they were still the primary factor driving consumer prices through January. The Zions Bank Wasatch Front Consumer Price Index (CPI) decreased 1.0 percent from December to January and the index has decreased 0.4 percent since the same time last year.

Gasoline prices hit a trough nationally on Jan. 26 and decreased by 23.3 percent in January in Utah. Utah's gasoline price average typically trails the national average by four to six weeks, so, even though prices in Utah are increasing, the increase is slower than nationally and Utah's average is still below the average gasoline price nationally. Utah's state average was \$1.95 per gallon at the end of last week. The national average was \$2.30 per gallon. The price of gasoline averaged \$2.04 per gallon in Utah in January.

Utility prices also took a plunge during the reporting period, registering a 5.6 percent decline from December to January. The drop was driven by lower propane prices across the Wasatch Front. Gas and electricity rates also decreased but by smaller margins.

Apart from lower gasoline prices, prices for airfare and ve-

hicle maintenance also dropped slightly in January. Vehicle prices, both used and new, experienced marginal increases in January.

Food prices are finally catching up with the decrease in gasoline prices. Food-at-home prices decreased 2.1 percent from December to January. The largest decreases were seen in bell pepper, cucumber and apple prices, although meat, poultry and other produce also decreased in price. Lettuce and citrus fruits were two categories that registered a price increase in January.

All other indices tracked by the Wasatch Front CPI either increased or remained the same from December to January, though these increases were not as sharp as the declines in food, utilities and transportation. Prices for medical care increased 2.3 percent from December to January. Increased rates for care of invalids and elderly patients at home impacted medical care prices the most, jumping over 12 percent month to month. Prescription drugs also had a significant impact on medical prices, increasing nearly 10 percent at the beginning of the new year. Related prices of nonprescription drugs and medical supplies, as well as nursing homes and adult day services rates, increased in January.

"Lower gas prices have finally started to impact prices of other goods in our economy," said Scott Anderson, Zions Bank president and CEO. "As gas prices begin

their seasonal trend upward, low consumer prices elsewhere will help maintain the balance of prices, allowing consumers to feel less impact on their wallets."

Analysis and data collection for the Zions Bank CPI are provided by the Cicero Group, a market research firm based in Salt Lake City.

## Campaign seeks to educate about drones

Like to fly drones? If so, the Governor's Office of Economic Development (GOED) and the Small UAV Coalition want you to know about the issues and rules related to their use.

The awareness-raising campaign is in the wake of proposed rules regarding the use of drones, technically known as small unmanned aircraft systems, or sUAS.

Under the proposed rules, the Federal Aviation Administration (FAA) will allow for the use of small unmanned aircraft systems weighing less than 55 pounds in non-recreational airspace and provide more options for public input on the use of "micro" drones, which weigh less than 4.4 pounds.

The proposed rules may be implemented but no changes have yet been made to current laws and ordinances.

"We understand the increasing use of drones but want to make

sure the public understands that the issue of appropriate use is still being discussed and hasn't fully been implemented yet," said Marshall Wright, director of the aerospace



and defense economic cluster at GOED. "We strongly encourage the public to look into their local rules on drone use and also visit the 'Know Before You Fly' website."

The "Know Before You Fly" campaign was founded by the Association for Unmanned Vehicle Systems International (AUUVSI), the Academy of Model Aeronautics (AMA) and the Small UAV Coalition in partnership with the FAA to inform the public about

safe and responsible operation of sUAS for both recreational and commercial use.

The "Know Before You Fly" website is knowbeforeyoufly.org. The full FAA notice about the proposed sUAS rules can be found at [www.faa.gov/uas](http://www.faa.gov/uas).

In 2013, Utah failed to become one of six official entities to be selected by the FAA to conduct UAS research and tests on integrating UAS into the national airspace. GOED officials nonetheless said

Utah would continue to find ways to conduct its own research and testing and to grow the industry in the state by adding companies involved in the manufacturing, operations and development of systems that control UAS.

## TASC acquires MGIS's CDH

Total Administrative Services Corp. (TASC), the country's largest privately held, third-party employee benefits administrator and based in Madison, Wisconsin, has acquired the Consumer-Directed Healthcare (CDH) service offering of the MGIS Cos. (MGIS), based in Salt Lake City.

The MGIS CDH service offering includes Flexible Spending Account (FSA), Health Reimbursement Arrangement (HRA), Health Savings Account (HSA) and COBRA services. This transaction will not affect the MGIS core insurance product lines (physician group disability medical-professional liability) and highlights the company's ongoing strategic focus on physicians nationwide and providing the highest quality insurance products specifically tailored to their needs.


"The MGIS CDH business line is a great addition to TASC, said TASC CEO Dan Rashke. "Their focus on quality and customer service is a perfect fit with our mission to deliver innovative services with right-touch experi-

ences for our distributors, clients, and plan participants."

"This acquisition will allow our CDH business to continue to innovate and excel with one of the best companies in the industry and underscores our long-term strategic focus on specialty insurance products specifically for healthcare professionals," said Jeff Brunken, CEO of MGIS. "By joining forces with TASC, MGIS CDH will be able to expand benefits administration services to its Clients."

MGIS works with brokers, practice managers and other healthcare professionals to create effective and targeted malpractice and disability insurance programs for physicians and medical professionals. For 45 years, the company has provided specialized group disability insurance, medical-professional liability insurance and practice improvement ancillary products and services to more than 10,000 physician groups, 900,000 group members and 300,000 physicians nationwide.

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# Utah consumers' attitude tainted slightly by rising gas prices

Rising gasoline prices have Utahns a little on edge in their expectations for the economic future of the state. The Zions Bank Utah Consumer Attitude Index (CAI) decreased 6.9 points to 106.5 in February. While it has dropped below 110, consumers are still optimistic about the economic situation in Utah.

The Utah CAI currently sits 9.8 points higher than its level 12 months ago, and consumer confidence in Utah continues to outpace that of the nation overall. The national Consumer Confidence Index (CCI) decreased 7.4 points from January to February and currently sits at 96.4.

The fall in the Utah Consumer Attitude Index results from slightly lower expectations for the next six months. The Expectations Index, the sub-index of the CAI that reflects how consumers feel about economic conditions six months from now, decreased 10.6 points to 102.7 in February. Twenty-eight percent of Utahns expect business conditions to be better six months from now, which represents a 9 percent decline from January. Twenty-six percent of Utahns expect the number of jobs available in six months to be plentiful — a decrease of 7 points from last month — and 31 percent believe their total household income will be higher six months from now. Despite slightly lower confidence, attitudes in Utah are still higher than attitudes national-

ly, and Utah continues to outpace neighboring states such as Idaho in job creation and growth.

The Present Situation Index, which measures how consumers feel about current economic conditions, decreased 1.2 points to 112.4 in February. Sentiment about current general business conditions remained fairly constant, increasing one percentage point from January to February. Likewise, the percentage of consumers who think that the availability of jobs is plentiful experienced just a two-point decrease to 36 percent in February.

Utahns expect prices, particularly gasoline prices, to increase. Eighty-one percent of Utahns expect gasoline prices to rise in the next year — the highest percentage since June 2014. Only 67 percent of Utahns in January expected gasoline prices to rise, which represents a 14-percentage point difference from February.

Consumers generally expect inflation to increase. Sixty-four percent of Utahns expect prices of consumer goods to increase over the next 12 months, up one point from January. Likewise, 58 percent of Utahns expect interest rates for borrowing money to increase during the next 12 months, which represents an increase of four percentage points from last month. Thirty-five percent of Utahns expect the U.S. economy to improve in the next year, which reflects no change

from January.

Optimism about personal finance was slightly higher in February than it was in January, but just by a few percentage points. Thirty-six percent of Utahns think it is likely they will be able to retire and maintain their living standards, 2 percent more than in January. Consumers are more optimistic about their personal invest-

ments, with 46 percent of Utahns expecting a \$1,000 investment in their 401(k) to be worth more than \$1,000 one year from now, compared to 43 percent in January. Twenty-eight percent of Utahns say they are likely to purchase a major household item — such as furniture or a refrigerator — in the next 60 days, 4 percent more

than in January. Thirty percent of Utahns expect their household income to increase faster than the rate of inflation, which represents a 3 percent increase from in January. Seventy-four percent of employed Utahns think it is unlikely that within the next two years they will lose a job they want to keep.

## ICE CREAM from page 1

various flavors).

He and his wife are not planning to open any new stores in the near future, but they are in the process of remodeling their gelateria and will expand into more wholesale business. Some of their current local wholesale clients include Whole Foods, The Oyster Bar and a local gelato trailer.

England is confident about his business for the future and said that people are beginning to catch on to the taste and health benefits of gelato.

“There has never been a bigger year,” said owner Michael Farr about the 95-year-old Farr Better Ice Cream Parlor, located at 286 E. 21st St. in Ogden. It is one of the oldest ice cream parlors in the United States. His corporation also owns two of the franchised ice cream shops called Farr’s Fresh Ice Cream — located at City Creek and in Riverdale. Sales at Farr’s Fresh Ice Cream shops have gone up 20 percent while the Farr’s Better Ice Cream Parlor in Ogden went up 40 percent the past year, but Farr explained that this past year was an exception due to an open house event in downtown Ogden. He attributed the sales increase overall to “ice cream weather” and because gas prices have gone down and produced more discretionary spending.

“Utah has a rich ice cream history and tradition,” said Farr. He believes there are exceptional dairy products available in this part of the country and that people who have lived here their entire lives may not realize this. With Vermont as its leading competitor because of its production of Ben &

Jerry’s, Utah makes a strong case for being the state that consumes the most ice cream per capita, according to Farr. “This may be our vice,” he said.

Farr’s Ice Cream Parlor is so busy that it sells enough ice cream to represent 1 million servings of ice cream a year, according to Farr. This may explain why he has 30 to 40 employees working at his Ogden parlor alone. At his two Farr’s Fresh locations that opened in 2010, he has an average of 10 to 14 employees per store and said he marginally increased the number of employees for 2014. Farr said that he continues to plan for franchise expansion, both in Utah and elsewhere.

Sub Zero Ice Cream, located at 900 E. 5600 S. in Murray, is one of 13 locations in Utah. Although business was mostly the same from 2013 to 2014, it has gone up the past six months, according to Jerry Hancock, the owner of the 7-year-old shop. He noticed his customers returned following an initial loss of sales to yogurt shops with “out of state brands.” Hancock believes his customers are through trying out “the new, shiny thing on the block.”

He started testing his product, which features freezing ice cream on the spot with liquid nitrogen, in 2004. Thereafter, he was featured on ABC’s “Shark Tank”, a reality TV series where entrepreneurs introduce a business idea to investors or “sharks” in order to receive financial backing for their businesses, and the rest is history. Now Hancock has 45 stores in the U.S. and two outside of the country in China and United Arab Emirates. Currently there are 150 total employees in Utah, which increased in 2014 because of a new store opening. “People want choices and that is what we have

to offer,” said Hancock. All of Hancock’s ice cream is made to order with a “million” options and “that is no exaggeration,” he said. Hancock prides himself on having full-service ice cream shops without charging more than self-serve shops.

Leatherby’s Family Creamery, located at 1872 W. 5400 S. in Taylorsville, was founded and is owned by Doug Cooley, who said that business went up 3 percent in 2014. The increase doesn’t include the sales from the latest store he opened in Draper last April. The 31-year-old business has an additional wholesale location in Midvale. The Leatherby’s Family Creamery located on North Temple in Salt Lake City is not owned by the the original family, but operates under a license agreement. There are approximately 150 to 160 employees in the three stores, including 75 staff members who began working at the Draper location this past year.

Cooley attributes the rise in business to his ice cream parlors being full-service destinations and not fast-food shops. His parlors focus on being family- and birthday-oriented, which has worked very well for business over the years considering Utah’s family and community-oriented culture, and because no one likes cleaning up birthday messes, according to Cooley.

As for opening more stores in the near future, Cooley thinks he will wait until 2016. Currently, he is happy to be able to promote his business at a low cost through Facebook and his 12,000 Facebook friends.

With room for both old and new creameries to thrive in Utah, it looks like our state won’t be sliding down the list of the most ice cream-consuming states per capita anytime soon.

## STADIUM from page 1

send letters to the governor’s office and the Utah Division of Facilities Construction and Management calling for the signing of a lease extension of 50 years.

But the subcommittee rejected the motion, with some members saying the legislature already had granted authority for the division to sign an extension with the fairpark corporation. Beattie testified that the governor’s office had called the matter “a legislative decision, a policy decision going forward.”

Jenkins affirmed at that committee meeting that some legislators had wondered if Hansen

was getting “a sweetheart deal” and that perhaps the fairpark site should be subject to requests for proposals (RFPs) to see if something better could be proposed. A few legislators pushed for the lease extension to be signed regardless, with the soccer stadium proposal being considered after that.

Fairpark officials have said the 11-day Utah State Fair makes money but the fairpark does not generate enough revenue to be self-sustaining and relies on state appropriations. The legislature has given the fairpark corporation the authority to find ways to turn that around and end state funding, and the stadium was viewed as a major step in that direction.

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# Avoiding roadblocks that derail problem solving

One of the most predictable expectations that CEOs and other executives have for their employees is to be “problem solvers.” That said, I have found that the typical company culture often falls victim to one or more roadblocks to effective problem solving.



**RICH TYSON**

Effective problem solving seeks out the root causes of the problem, does not tolerate excuses, focuses primarily on processes rather than people and is mistake tolerant. While each of these essential components of problem solving is easy to understand, they are often difficult to establish historically in a corporate culture.

Why? Because the tendency of organizations is to succumb to the inevitable roadblocks that derail problem solving. Let's look at each:

**1. Opting for work-arounds rather than eliminating root causes.** The discovery of root causes leads to real, impactful solutions. However, the natural human tendency is to go for quick fixes or work-arounds that allow us to maintain our normal work habits while failing to unearth and solve the real causes of our problems. When this happens, problems are perpetuated — often with dire consequences.

Consider the manufacturer who is experiencing malfunctions on a machine that is essential in his production flow. In order to keep disruption to a minimum, the machine operator discovers that he can keep the machine working through a series of quick fixes, including the use of bailing wire and duct tape. In the short run, this allows the operation to continue with minimal disruption, but before long the machine grinds to a halt, resulting in not only the termination of the production process but also a series of extremely costly repairs.

**2. Making excuses for why a problem can't be solved.** Effective problem solving does not tolerate excuses. It is certainly reasonable to discuss what hasn't worked to date, but the intent should be learning, not stonewalling the problem-solving process. Thomas Edison failed over 13,000 times in his path to inventing the incandescent light bulb. He said, “I never quit until I get what I'm after. Negative results are just what I'm after. They are just as valuable to me as positive results.” Edison tolerated no excuses; he simply tried, failed, learned — and repeated the process until the solution became apparent.

**3. Blaming people rather than focusing on processes.** When a problem is brought to the table, too often the first step is defining who is to blame. Perhaps

we think that by defining the culprit, the problem is half-solved. However, unless the problem is a function of gross negligence, this is rarely accurate.

The fact is, most employees want to do a good job — and they work hard to that end. The likelihood is that the problem lies within the process that the employee is using, rather than a lack of competence or effort. By analyzing the process wherein the problem has emerged, root causes are much more likely to be identified. Even more importantly, employees will not be motivated to hide problems (or create work-arounds) to avoid censure.

**4. Fostering a culture where mistakes are career killers.** In an environment where mistakes bring punishment, fear drives out problem solving. For creative problem solving to be a normal and effective part of any corporate culture, the environment must be mistake tolerant. Where leaders demonstrate this attitude, defensiveness on the part of the employees is eliminated. It encourages open-mindedness and a willingness to allow scrutiny of all aspects of a problem. Ownership of problems is more readily embraced by employees, while defending one's turf is eschewed. Contrast that to the tendency to go into self-protection mode. This is a normal reaction by one who feels threatened that inevitably shuts down productive problem solving.

Management needs to create an environment that sees problems as opportunities to learn and improve. When that is clearly part of a company's culture, employees will readily bring important issues to the table, providing personal insights on how improvements can be made.

As business problems are discussed, executives should insist on asking the hard questions that will uncover root causes while tolerating neither excuses nor finger pointing. They should be alert to signs of defensiveness, reassuring employees that the company is mistake tolerant — and that the emphasis is on solutions, not blaming.

Further, they should stress that defining and solving problems is essential to the company — that through these efforts the company will succeed, as everyone participates in learning how to continually improve how business is done. This insistence, over time, will eliminate the typical roadblocks to effective organizational problem solving.

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

## TIP EARNERS

from page 1

young people trying to pay for college, he said.

Tipped employees nationally make an average of \$10.22 per hour, while non-tipped workers average \$16.48 hourly, he said. Tipped employees also have high poverty rates, with 46 percent of their households getting state or federal subsidies.

Utahns receiving tips “are living on the edge of society and working a full-time job,” Miller said. “These people are putting in their 40 hours a week. Unfortunately, we're seeing them still living in poverty, and that, of course, turns into a state issue” because of their reliance on public assistance.

“What we have before us is a real opportunity to isolate a particular industry — tipped employees — that's predominantly women, and really begin to close that earnings gap but also provide a workplace that is more conducive for women in the workplace, more friendly for women in the workplace.”

Speaking in favor of the bill, Heather Apo, who works two jobs, said that on some nights she makes good money but that that's not always the case. She said she averages about \$10.25 per hour.

Also speaking in favor of the bill were representatives of the Coalition of Religious Communities.

But representatives of the restaurant and hotel industries criticized the bill. Melva Sine, president of the Utah Restaurant Association, cited national statistics indicating that the restaurant industry is positive for women

and that a \$7.25 minimum is unnecessary.

“There is no one — no one — in the restaurant industry who is making less than \$7.25 per hour. ... No one is making less than \$7.25 an hour and having to ask their employer, ‘Will you please get me up to \$7.25 an hour?’” Sine said.

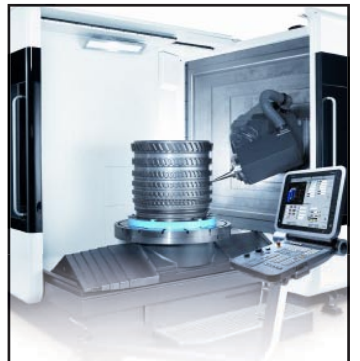
“No one employed by us is making less than minimum wage, as the law currently functions,” added Charles Evens, representing the Utah Hospitality Association.

Sine countered Miller's assertion that tipped employees need to talk with employers each night about making up the difference between the \$2.13 tipped minimum and the \$7.25 overall minimum. Employers calculate and pay the difference every two weeks as part of the paycheck process, meaning employees do not have to ask for it, she said.

Maryann Christensen, executive vice president of the Utah Eagle Forum, worried that restaurant customers might become stingier with tips if they thought waitresses were earning a higher minimum wage.

Josh Daniels of the Utah Libertas Institute, said a higher minimum might cause companies to go out of business or at least be hesitant to hire young, unskilled workers.

None of the committee members voiced opinions just prior to the rejection vote. But earlier in the meeting, Rep. Curt Webb, R-Logan, said he worried that the bill would allow workers to get both the higher minimum wage and also tips. Rep. Gage Froerer, R-Huntsville, said business owners “should be in charge of making those decisions” about employees' wages.



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# Industry Briefs

## BANKING

• **U.S. Bank**, Salt Lake City, has named **Amber Gracatin** as a relationship manager for its commercial banking team. She is responsible for managing existing U.S. Bank relationships and developing new business. Gracatin has been employed at U.S. Bank since 2004, most recently as assistant relationship manager in Boise.



Amber Gracatin

## CONSTRUCTION

• **Method Studio**, Salt Lake City, has announced several promotions. **Basil Harb**, **Marbe H. Agee** and **Joshua W. Greene** are principals in design leadership. Harb has led the design of many of the company's projects. He has spent the past decade focused on creating workplace strategies. Greene has nearly two decades of experience in design. **Rebekah Barton** is chief financial officer. She has worked in the administrative and management side of the industry for more than 25 years. **Todd Kelsey** is vice president of project delivery. **Matt Wallace** is senior associate in design.



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## ENERGY/NATURAL RESOURCES

• **Questar Corp.**, Salt Lake City, has announced executive promotions in two of its subsidiaries and its corporate group. Effective June 1, **Brady B. Rasmussen** will



Brady Rasmussen



Tom Jepperson

assume the duties of executive vice president and chief operating officer of Wexpro, Questar's natural gas development and production arm. He will replace **James R. Livsey**, who has announced his intention to retire. Currently vice president of administration for Wexpro, Rasmussen has been with the company for 20 years in various accounting, supervisory and



Colleen Bell



Vaughn Shosted

management positions. **Thomas C. Jepperson** has assumed new duties as chief operating officer of Questar Corp. He has served in several positions in his 26 years with Questar, including general counsel and corporate secretary, and has held leadership positions in the areas of compliance, environmental health and safety, and human relations. Effective March 1, **Colleen Larkin Bell** advanced from vice president and assistant general counsel to vice president and general counsel of Questar Corp. Bell has 25 years of experience in Questar's legal department. **Vaughn Shosted** has been promoted to vice president of operations at Questar Gas Co. Shosted has 40 years of experience in various operations and managerial positions within Questar Gas. The company also said it will pay a dividend of 21 cents, the 43rd dividend in the past 43 years.



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## FINANCE

• **Lineagen Inc.**, Salt Lake City, has announced the closing of a second and final tranche of its \$15.8 million Series C round of financing. The molecular diagnostics company focuses on disorders of childhood development. The final tranche of \$12.17 million in new equity capital was led by new institutional investor **HealthQuest Capital**, joined by additional new investors **Petra Capital Partners** and **Mountain Group Partners**. Additional participants in the overall Series C round include Lineagen's earlier investors **Sanderling Ventures**, **Signal Peak Ventures**, **PrairieGold Venture Partners**, **Mesa Verde Venture Partners**, **Archipel Capital**, **University Venture Fund** and **KickStart Ventures**. Also, as part of the initial tranche, Lineagen received a \$4 million secured debt facility with **Silicon Valley Bank**. In conjunction with the financing, **David S. Kabakoff**, a partner of HeathQuest Capital, and **David Fitzgerald** of Petra Capital have joined the Lineagen board of directors.

## GOVERNMENT

• The U.S. Department of Treasury has approved the Internal Revenue Service's recommendations for **Kent Anderson** and **Joan Ogden**, both of Salt Lake City, to serve on the nationwide **Taxpayer Advocacy Panel (TAP)**. TAP is a federal advisory committee charged with providing taxpayer suggestions to improve IRS customer service. The group includes 29 new members and 46 returning members. New members were selected from more than 400 interested people who applied during an open recruitment period last spring and the pool of alternate members who applied in prior years.

## HEALTHCARE

• **University of Utah Health Care** and **Davis Hospital and Medical Center**, Layton, have announced a new partnership and AirMed's move to Layton. Since AirMed's first flight in 1972, it has expanded to six bases within the Intermountain West. The new facility will serve western Utah and eastern Nevada. It will be staffed with three AirMed team members and one helicopter around the clock.

• **Imagine Health**, Cottonwood Heights, has hired **Christopher (Chris) T. Cigarran** as its new president. Cigarran has experience in sales, finance, operations

and human resource management, including 13 years in various leadership roles at Healthways. Most recently, he served four years as president of the employer and government division. Before that, he spent five years as the company's chief human resources officer. He also spent several years as a consultant working with multiple large U.S. and Canadian companies.



Christopher Cigarran

## LAW

• **Amber M. Mettler** has been appointed to the **Utah Supreme Court Advisory Committee on the Rules of Civil Procedure**. The appointment term is through June 2018. The committee reviews and revises the rules of civil procedure and makes recommendations concerning proposed rule changes to the court. Mettler is a partner at Snell & Wilmer, Salt Lake City. Her practice concentrates on commercial litigation.



Amber Mettler

## MEDIA/MARKETING

• **Richter7** has named **Tal Harry** as president. Harry will guide the overall direction of the company while continuing to work directly with clients. He has nearly three decades of experience in advertising. Harry has been a Richter7 partner for the past six years. He began at the agency in 1988 as a runner. Harry succeeds **Dave Newbold**, who will continue as executive creative director.



Tal Harry

• **OnlineImage**, Murray, has hired **Camron Wright** as partner and chief executive officer. Wright has more than a decade of experience in technology and business growth strategy, having founded and owned several small businesses. He also has worked as a business consultant and investor. He succeeds **Russell Burnett**, founder and former

CEO. • **Saxton Horne Communications**, Sandy, has hired **Emily Millard** as digital director. She will develop cross-functional digital strategies and targeted multi-channel digital marketing programs for clients. Millard previously was creative director for the Steal Network, was an interactive media manager for Bonneville International and was a webmaster for Simmons Media Group.

## MINING

• **Boart Longyear**, Salt Lake City, has announced changes to its board of directors. **Barbara Jeremiah** and **Roy Franklin** have retired from the board and have been succeeded by **Marcus Randolph** and **Bret Clayton**. Randolph will serve as chairman, succeeding Jeremiah. Randolph and Clayton have extensive careers in the mining industry and senior executive experience at some of the industry's most respected companies. Most recently, Randolph was chief executive of BHP Billiton's ferrous and coal business from July 2007 to September 2013 and was a member of BHP's Group Management Committee. Clayton held a series of senior management positions at Rio Tinto, including as chief executive of Rio Tinto's global Copper and Diamonds groups, president and chief executive officer of Rio Tinto Energy America (now Cloud Peak Energy) and chief financial officer of Rio Tinto Iron Ore.

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## PHILANTHROPY

• The **Utah Jazz** and **Mountain America Credit Union** have named **The Sharing Place** in Salt Lake City as this season's fourth recipient of "Pass It Along," a program featuring fan nomination opportunities that will award a

# Industry Briefs

## BRIEFS

from previous page

total of \$25,000 to five local charitable organizations. The Sharing Place was presented with a \$5,000 donation during the Jazz home game Feb. 20. The Sharing Place hosts 14 age-appropriate grief support groups for children ages 3-18. The parents meet separately in groups designed to support their needs. The Sharing Place also partners with agencies and schools across the Wasatch Front to increase awareness about grief and the impact that the death of a loved one can have at different ages and stages of an individual's life.

## RECOGNITIONS

• The **Sandy Area Chamber of Commerce** has named the recipients of its **2015 Peak Awards**. The chamber annually recognizes business leaders and community volunteers who have "served and strengthened the community through years of dedicated service." The **Small Business Woman of the Year** is **April Wise**, Nothing Bundt Cakes. **Small Business Man of the Year** is **Kyle Taylor**, Anytime Fitness. **Small Business of the Year** is **Performance Mobility**. The **Community Service Award** was presented to **Workers Compensation Fund**. The **Clark and Barbara Stringham Volunteer of the Year** award was presented to **Linda Saville**, Sandy Boys & Girls Club. The **President's Excellence of the Year** award was presented to **American United Federal Credit Union**. The **Chairman's Distinguished Corporate Partner of the Year** is **Utah Media Group**. The **Ambassador of the Year** is **David Crosby**, Hometown Values.

• **Holland & Hart**, Salt Lake City, has been named **2015 Utah Firm of the Year** by Benchmark

Litigation, a guide to the nation's leading litigation firms and attorneys. It is the third consecutive year for the firm to earn the title. Benchmark Litigation's rankings and editorials are the result of a six-month research period, including extensive interviews with litigators and clients. The results include attorneys and firms that receive exceptional praise from peers and demonstrate notable casework over the past year.

## RESTAURANTS

• **Outback Steakhouse** will open a new location March 4 at 372 E. University Parkway, Orem. A ribbon-cutting ceremony will take place at 10 a.m. The new location will be the first Outback in the area to feature the brand's new "Modern Australia" design. It will seat about 250, including 28 outdoor seats and 26 bar area seats. Its 5,600 square feet includes about 450 square feet of patio space. A portion of opening-day sales will benefit SCERA, a

nonprofit organization dedicated to the development and advancement of arts and culture and wholesome and affordable family entertainment.

## RETAIL

• **Intermountain Fuse Supply (IFS)**, Salt Lake City, has hired **Tim Bailey** and **Shawnda Gillespie**. Bailey is technical



Tim Bailey



Shawnda Gillespie

expert for drives, motors and PLCs. Gillespie will provide sales and support to IFS customers throughout the area. Both previously were employed at FMC Technologies/Technisys. Bailey worked there for 18 years, starting in the electrical panel building shop and ultimately

becoming operations manager. His experience includes working in engineering, manufacturing, sales and project management. Gillespie began her career as the administrative assistant for the Salt Lake City location but quickly moved into a technical support role.

## SERVICES

• **Extra Space Storage Inc.**, Salt Lake City, announced that its board of directors has declared a dividend of 47 cents per share for the first quarter of 2015. The dividend is payable March 31 to stockholders of record March 16.

## TECHNOLOGY/LIFE SCIENCES

• **Adaptive Computing**, Provo, has named **Marty Smuin** as chief executive officer. Smuin previously was head of business development and worldwide sales. Smuin has more than two decades of management experience. Prior to joining Adaptive Computing, Smuin served as the president of

**AIRCOM International Inc.**; as general manager of the Americas at **Bytemobile**; and in senior executive sales, business development and marketing positions at **Openwave Systems, Access, IAC** (formally known as **USA Networks**) and **QVC**.



Marty Smuin



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# You have the ideas, now turn them into action to have a great year

Everyone wants to have a great year, and many start with a flurry.

Problem is that many can't keep up the momentum or maintain the dedication to make "great" a reality. The health clubs and gyms are already less crowded.

Last week I posted



my list of 21.5 things to do so that you can have a great year every year. They are posted on LinkedIn ([www.linkedin.com/in/jeffreygitomer](http://www.linkedin.com/in/jeffreygitomer)).

Here are a few items from the list that will help you maintain "great" all year long:

**3. Have a deep belief in**

**the 3.5 critical areas of selling.** In order to make your message transferable, in order to engage your prospective buyer in a way that they want to do business with you, and before you develop your sales skills and your presentation skills, you must deepen your belief in your company, your product or service and yourself. AND you must believe that the customer is

better off having purchased from you.

If you're going to have a great year, you have to believe that you work for the greatest company in the world. You have to believe that you offer the greatest product or service(s) in the world and you have to believe you're the greatest salesperson in the world.

I have often said in my live

seminars that "mediocrity stems from lack of belief more than lack of skill." I say it because it's true. Most people blame their own inability and their lack of belief on a variety of external circumstances: pricing, the marketplace, the Internet, the competition, bidding, the economy and a bunch of other conjured-up excuses that prevent a belief system from anchoring in success.

If you believe, all the excuses fade away. If you wanna have a great year, you have to BELIEVE that you're going to have a great year.

**12. Write down your thoughts.** Begin capturing your thoughts and ideas in writing. I have been writing for 23 years. Every penny that I have earned since March 23, 1992 (the day my first column appeared in print), I can trace back to something that I wrote. Capturing your thoughts in writing not only helps clarify them to yourself — it helps clarify and transfer them to others. Writing does not just lead to success; writing leads to wealth. If you're looking to have a great year, begin writing down how that's going to happen and what things you have to do to make that happen. Begin to write a game plan. And begin to list the people that can help you and the ways that they can help you. In order to get in the groove of writing, I recommend that you begin by writing down things at the end of the day that are on your mind. It might be an idea. It might be a task. It might be points you want to cover in a sales presentation. But the more you write down, the less you will have on your mind and the easier it will be for you to create new ideas. In order to have a great year, you have to have great ideas. And in order to come up with great ideas, your mind has to be both clear and positive.

**16. Keep your present customers loyal to you and your company.** In order to grow your business organically (the best, strongest and most economical way), you must FIRST preserve the customers you have. You do this with on-time delivery, excellent service, giving value and superior communication (not with lowest price). This will breed referrals and testimonials — two key ingredients for having your best year ever.

**17. Double your testimonials.** Testimonials make sales when salespeople (you included) cannot. Your customers can sell for you way better than you can. If you're not employing video testimonials in every aspect of your sales process, you will not

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# Calendar

## **March 3, 8 a.m.-3 p.m.**

**Utah Outdoor Recreation Summit.** Among the speakers are Jerry Stritzke, chief executive officer and president of R.E.I., discussing “Brand: Your Connection to the Customer”; Ivan Levin, senior director of Outdoor Nation for the Outdoor Foundation, discussing “Engaging Today’s Generation in Outdoor Recreation”; Chris Warner, founder and chief executive officer of Earth Treks Climbing, discussing “High Altitude Leadership: Building Teams That Succeed in the Face of Tremendous Challenges”; and a panel discussing the topic “Can Outdoor Recreation Development Grow in Conjunction with Energy Development?” Event also includes breakout sessions. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$115. Details are at <http://utahsummit.com/outdoor/>.

## **March 3, 9-11 a.m.**

**“Secrets to Financing Your Business,”** sponsored by the Zions Bank Business Resource Center and the Wayne Brown Institute. Speakers include Michelle Carroll, Mountainland Associations of Governments; Steve Grizzell, InnoVentures Capital Partners; Kathy Ricci, Utah Microenterprise Loan Fund; Alyson Williams, Zions Bank Business Resource Center; and Brad Bertoch, Wayne Brown Institute. Location is the Zions Bank Business Resource Center, 120 S. Main St., Salt Lake City. Free. Registration is at [Eventbrite.com](http://Eventbrite.com).

## **March 3, 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. Details are available by contacting Leesha Francis at (801) 727-4503 or [leesha@sandychamber.com](mailto:leesha@sandychamber.com).

## **March 3, 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](http://davischamberofcommerce.com).

## **March 3, noon-8 p.m.**

**2015 Intermountain Growth Conference and Capital Connection,** an Association for Corporate Growth (AGC) Utah event. Lunch keynote speaker is DeLyle Bloomquist, president of global chemicals business at Tata Chemicals Ltd. and president, CEO and director of Tata Chemicals North America Inc. Panel topics include “M&A Review and Outlook for 2015,” providing insight into what 2015 holds for Utah and the nation

from M&A and PEG experts; “\$20 Million and Beyond,” featuring best practices in managing scaled growth; and “How to Buy and Build,” focusing on using accretive acquisitions to accelerate growth. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at [www.acg.org/utah](http://www.acg.org/utah).

## **March 4-5**

**Utah Council for Worksite Health Promotion Annual Conference.** Event will feature information about health promotion research, program guidelines, resources and services throughout the state of Utah. The council also sponsors the Healthy Worksite Awards presented at the conference. Event will feature presentations by Ryan Picarella, president of the Wellness Council of America (WELCOA); Gail Miller, owner of the Larry H. Miller Group of Companies, discussing the importance of diabetes prevention in the workplace and the community; and breakout sessions about successful wellness programming for both new and experienced organizations, nutrition and cooking for cancer risk reduction, how to support health behavior change, and evidence of the impact of wellness on business productivity and performance. Location is Utah Valley University’s Sorenson Student Center, 800 W. University Parkway, Orem. Details are at [www.utahworksitewellness.org](http://www.utahworksitewellness.org).

## **March 5-6**

**Sixth Annual Intermountain Sustainability Summit,** hosted by Weber State University and the Utah Recycling Alliance. Conference is March 5, with workshops March 6. Keynote speaker is David W. Orr, professor of environmental studies and politics and senior advisor to the president at Oberlin College. Sessions feature topics including energy efficiency and renewable energy, air quality and pollution, water quality and conservation, recycling and waste reduction, and sustainable food and agriculture. Location is Weber State University, Shepherd Union Building, 2910 W. Campus Drive, Ogden. Cost is \$120; \$100 for URA/WSU/USEE members until Feb. 25, \$100 for faculty; and \$25 for students. Details are at <http://www.intermountainsustainability-summit.com/>.

## **March 5, 11:30 a.m.-1 p.m.**

**Lunch & Learn,** a Murray Area Chamber of Commerce event. Topic is the Affordable Care Act. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$14 for members, \$19 for nonmembers. Details are at [murraychamber.org](http://murraychamber.org).

## **March 5, 11:30 a.m.-1 p.m.**

**Legislative Luncheon,** a Building Owners & Managers Association (BOMA) Utah event that is part of BOMA Days on Capitol Hill. Event will feature an opportunity for BOMA members to interact with elected officials. Location is State Capitol, 350 N. State St., Salt Lake City. Registration can be completed at [www.bomautah.org](http://www.bomautah.org).

## **March 6, 8 a.m.-3 p.m.**

**Utah Women in Global Business and Trade Conference,** an Organization of Women in International Trade-Utah and Women’s Business Center event that will feature general sessions, keynote presentations, panel discussions, breakout workshops and an awards luncheon. Location is Zions Bank Founders Room, 1 S. Main St., 18th floor, Salt Lake City. Cost is \$35 (\$10 for students). Details and registration are at <http://www.owitutah.org>.

## **March 10, 8 a.m.-2 p.m.**

**“Spring Into Success 2015,”** a Salt Lake County Business Alliance Women in Business Group event. Keynote speakers are Gail Miller and Sherri Candland. Event also will include breakfast, lunch, breakout sessions and vendor booths. Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$65 for chamber members, \$80 for non members. Vendor tables are available for \$99. Details are available by emailing [connie@thebizalliance.org](mailto:connie@thebizalliance.org).

## **March 11-14**

**Utah’s 2015 Regional FIRST Robotics Competition,** a For Inspiration and Recognition of Science and Technology program. Location is Maverik Center, 3200 S. Decker Lake Drive, West Valley City. Details are at <http://www.utfrc.utah.edu/>.

## **March 11, 11 a.m.-5 p.m.**

**“Secrets of a Winning SBIR-STTR Proposal,”** a workshop presented by the SBIR-STTR Assistance Center (SSAC). Event will help attendees learn about Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) proposals and how to improve them. Location is Salt Lake Community College’s Miller Campus, 9750 S. 300 W., Sandy. Free, with lunch and materials included. Details are at <http://www.innovationutah.com/sbir/workshops/>.

## **Mar. 11, 11:30 a.m.-1 p.m.**

**Connect 4 Luncheon,** a Sandy Area Chamber of Commerce all-

networking event. Location is Brick Oven, 10622 S. River Front Parkway, South Jordan. Cost is \$15 for members, \$20 for guests. Details are at [sandychamber.com](http://sandychamber.com).

## **March 11, 3-5 p.m.**

**“Ahead of the Game: Basic Tax Knowledge,”** a Salt Lake Chamber Women’s Business Center (WBC) “Business Essentials” event. Event will feature training about income tax, self-employment tax, taxes for employees and excise taxes, plus information about resources for Utah businesses. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com).

## **March 11, 5-7 p.m.**

**Business After Hours,** an Ogden Weber Chamber of Commerce event. Location is the Paul Mitchell The School, 2285 Grant Ave., Ogden. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **Mar. 12, 11:30 a.m.-1 p.m.**

**Lunch & Learn,** a Murray Area Chamber of Commerce event. Topic is “Retirement: Are You Ready?” Location is Buca di Beppo, 923 E. Fort Union Blvd., Midvale. Cost is \$14 for members, \$19 for nonmembers. Details are at [murraychamber.org](http://murraychamber.org).

## **Mar. 12, 11:30 a.m.-1 p.m.**

**Women in Business Networking Luncheon,** a Davis Chamber of Commerce event. Location is Oakridge Country Club, 1492 Shepard Lane, Farmington. Cost is \$15 for members, \$20 for nonmembers. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## **March 13, 7:45 a.m.**

**Women in Business Networking,** an Ogden Weber Chamber of Commerce event. Location is the chamber offices, 2484 Washington Blvd., No. 400, Ogden. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **Mar. 17, 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 available at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## **March 17, 6-7:30 p.m.**

**Young Subaru Entrepreneur Lecture Series,** a Weber State University series for budding entrepreneurs. Speaker is Gina Duffy, founder and chief executive officer of SheShreds. Location is Weber State University’s Wattis Business Building, Room 203, 3850 Harrison Blvd., Ogden. Free

and open to the public. Details are at [weber.edu/entrepreneurship](http://weber.edu/entrepreneurship).

## **March 18, 8:15-9:30 a.m.**

**“Identify Resources” Seminar,** a World Center Utah event featuring a discussion about who and what can help you be successful in your international expansion. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free, but RSVPs are requested. RSVPs can be completed by emailing [jnield@wtcutah.com](mailto:jnield@wtcutah.com).

## **March 18, noon-1:30 p.m.**

**Millennial-Corporate Dialogue,** presented by the Center for Innovative Cultures. Luncheon will feature millennials and corporate colleagues discussing how they can best work together in today’s workplace. Location is Westminster on the Draw Ballroom, 2120 S. 1300 E., Salt Lake City. Cost is \$10 for millennials, \$50 for corporate colleagues. Details are at <http://www.utahtech.org/events>.

## **March 19, 8-9 a.m.**

**Employer Seminar Breakfast,** presented by the Utah Department of Workforce Services and hosted by the Davis Applied Technology College. Monica Smith-Austin of the Utah Labor Commission will discuss “Tips on Interviewing: What Every Employer Should Know Before Interviewing.” Location is Northfront Business Resource Center, 550 E. 300 S., Kaysville. Cost is \$10, which includes a continental breakfast. Details and registration are available by contacting Janette Smith at (801) 593-2205 or [janette.smith@datc.edu](mailto:janette.smith@datc.edu).

## **Mar. 19, 11:30 a.m.-1 p.m.**

**“Social Media Marketing Made Simple,”** a Sandy Area Chamber of Commerce member-to-member workshop. Speaker is Lisa Smith, a trainer and marketing consultant for small businesses and founder of 7-Touch Marketing. Location is Salt Lake Community College’s Miller Campus, Miller Free Enterprise Center Building, Room 223, 9750 S. 300 W., Sandy. Free. Details are at [sandychamber.com](http://sandychamber.com).

## **Mar. 19, 11:30 a.m.-1 p.m.**

**Lunch & Learn,** a Murray Area Chamber of Commerce event. Topic is “Identity Theft: Protecting Your Assets and Your Identity.” Location is Buca di Beppo, 923 E. Fort Union Blvd., Midvale. Cost is \$14 for members, \$19 for nonmembers. Details are at [murraychamber.org](http://murraychamber.org).

## CALENDAR

from previous page

### Mar. 19, 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 members, \$25 for non-members. Details are available at davischamberofcommerce.com.

### Mar. 24, 11:30 a.m.-1 p.m.

**Women in Business Luncheon**, a Sandy Area Chamber of Commerce event. Speaker is Chad Hymas, author, president of Chad Hymas Communications Inc. and a world-class wheelchair athlete. Location to be announced. Cost is \$20 for prepaid members, \$20 for prepaid guests. Details are at sandychamber.com.

### March 24, 11:30 a.m.

**Women in Business Lunch**, an Ogden Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Details are at ogdenweberchamber.com.

### March 25-27

**STEM Festival**, a first-ever event focusing on science, technology, engineering and mathematics (STEM) education. Event will feature about 10,000 students interacting with representatives from Utah companies, STEM departments from Utah's major universities and science centers such as the Museum of Natural Curiosity, the Clark Planetarium

## GITOMER

from page 8

have a great year. And worse, you'll continue to fight the silly "price wars" against your dirt-ball competitors. Testimonials make sales when salespeople cannot.

**20. Start every morning with attitude.** Wake up tomorrow morning and grab an attitude book off your bookshelf — Napoleon Hill, W. Clement Stone, Dale Carnegie. Any past master who can give you continued insight into the way you dedicate yourself to the way you think. The late great Earl Nightingale said, "You become what you think about all day long." The best way for you to have a great year is to begin to think — and believe — that you're going to have a great year.

For the more complete list, go to my LinkedIn page [www.linkedin.com/in/jeffreygitomer](http://www.linkedin.com/in/jeffreygitomer).

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*.

and the Living Planet Aquarium. Activities for seventh- and eighth-grade students are March 25-27, with the event open to the public March 27, 2-8 p.m. Location is UCCU Events Center on the Utah Valley University campus, 800 W. University Parkway, Orem. Details are at [utahstemfest.com](http://utahstemfest.com).

### Mar. 26, 11:30 a.m.-1 p.m.

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Topic is "Relay for Life." Location is Buca di Beppo, 923 E. Fort Union Blvd., Midvale. Cost is \$14 for members, \$19 for nonmembers. Details are at [murraychamber.org](http://murraychamber.org).

### March 26, 5:30-8 p.m.

**Business After Hours**, a Sandy Area Chamber of Commerce networking event. Location is Noah's Event Center, 322 W. 11000 S., South Jordan. Cost is \$10. Details are at [sandychamber.com](http://sandychamber.com).

### March 26, 6 p.m.

"Giant In Our City," a Salt

Lake Chamber event. Gail Miller, owner of the Larry H. Miller Group of Companies, will be honored as a Giant In Our City. Reception begins at 6 p.m., followed by dinner starting at 7 p.m. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$250. Details are at [slchamber.com](http://slchamber.com).



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## Opinion

# Giuliani's opinion aside, it still matters what drives Obama

The firestorm of denunciation of former New York Mayor Rudolph Giuliani, for having said that he did not think Barack Obama loves America, is in one sense out of all proportion to that remark — especially at a time when there are much bigger issues, including wars raging, terrorist atrocities and a nuclear Iran on the horizon.

Against that background of strife and dangers on the world stage, it may seem as if Obama's feelings — or Rudolph Giuliani's opinion about those feelings — should not matter so much, especially when it is hard to know with certainty how anyone feels.

Yet when someone is the leader of a great nation at a historic juncture, it is more than idle curiosity to know what drives him.

It is not clear what the basis was for so much outrage at Giuliani's opinion about Pres. Obama. Was it that what Giuliani said was demonstrably false? Was it that Obama is supposed to be considered innocent until proven guilty?

Anyone who simply looks at the factual evidence as to whether Obama loves America, or does not, will find remarkably little to suggest love and a large amount of

evidence, over a long period of years, showing his constant close association with people fiercely hostile to this country. Jeremiah Wright was just one in a long series of such people.

Barack Obama's campaign promise to "fundamentally change the United States of America" hardly suggests love. Nor did his international speaking tour in 2009, telling foreign audiences that America was to blame for problems on the world stage.

Pres. Obama's record in the White House has been more of the same. Among his earliest acts were offending our oldest and closest allies, Britain and Israel, and betraying the country's previous commitments to provide anti-missile defenses to Poland and the Czech Republic.

Obama's refusal to let Ukraine have weapons with which to defend itself from Russian invasion was consistent with this pattern, and consistent with his whispered statement — picked up by a microphone that was still on — to tell "Vladimir" that, after the 2012 election was over, he would be able to "have more 'flexibility.'"

Conceivably, these might all have been

simply blunders. But such a string of blunders would require someone very stupid, and Obama is by no means stupid. The net effect is that in Europe, the Middle East and Asia, America's allies and America's interests face far more setbacks and dangers today than when Obama took office.

His policies have been publicly criticized by two of his own former secretaries of defense, by two retired four-star generals who served during his administration and a retired four-star admiral who also served in the Middle East during the Obama administration who has called his policies "anti-American."

Some people who are denouncing former Mayor Rudolph Giuliani seem to be saying that it is just not right to accuse a president of the United States of being unpatriotic. But when Barack Obama was a senator, that is precisely what he said about Pres. George W. Bush. Where was the outrage then?

If all else fails, critics of Mayor Giuliani can say that a man is entitled to be considered "innocent until proven guilty." But that principle applies in a court of law. Outside a court of law, there is no reason to presume anyone innocent until proven

guilty. It is especially dangerous to presume a president of the United States — any president — innocent until proven guilty.

Whoever is president has the lives of hundreds of millions of Americans — and the fate of a nation — in his hands. It is those millions of people and that nation who deserve the benefit of the doubt. We need to err on the side of safety for the people and the country. Squeamish politeness to an individual cannot outweigh that.

We need to keep that in mind for the next president — and for all future presidents. We might have been better off if the question of Obama's patriotism had been raised before he was first elected. Never should we ignore so many red flag warnings again.

There is little that can be done about Pres. Obama now, no matter what he does. Impeachment, even if it succeeded, would mean Joe Biden as president and riots across the country. It is hard to know which would be worse.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University. His website is [www.tsowell.com](http://www.tsowell.com).

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THOMAS SOWELL

# Despite Obama's refusal to use the term, ISIS is 'very Islamic'

President Obama stands accused of political correctness for his unwillingness to accuse groups like the Islamic State of "Islamic extremism," choosing a more generic term, "violent extremism." His critics say you cannot fight an enemy that you will not name. Even his supporters feel that his approach is too "professorial."

But far from being a scholar concerned with describing the phenomenon accurately, the president is deliberately choosing not to emphasize the Islamic State's religious dimension for political and strategic reasons. After all, what would the practical consequence be of describing the group, also known as ISIS, as Islamic? Would the West drop more bombs on it? Send in more soldiers to fight it? No, but it would make many Muslims feel that their religion had been unfairly maligned. And it would dishearten Muslim leaders who have continually denounced ISIS as a group that does not represent Islam.

But "the Islamic State is Islamic, Very Islamic," writes Graeme Wood in a much discussed cover essay for *The Atlantic* last month. Wood's essay is an intelligent and detailed account of the ideology that animates the Islamic State. These are not secular people with rational goals, he argues; they really do believe in their religious ideology.

But Wood's essay reminds me of some of the breathless tracts during the Cold War that pointed out that the communists really, really believed in communism. Of course many ISIS leaders believe their ideology. The real question: Why has this ideology sprung up at this moment and why is it attractive to a group — in fact a tiny group — of Muslim men these days? Wood describes ISIS as having "revived traditions

that have been dormant for hundreds of years." Exactly, ISIS has rediscovered — even reinvented — a version of Islam for its own purposes today.

He notes that the groups' followers are "authentic throwbacks to early Islam." That is, Islam as it was practiced in the desert 1,400 years ago. Surely the most salient point is not that medieval Islam contains many medieval practices like slavery (which figures prominently in the Bible as well), but why this version of Islam has found adherents today.

Wood is much taken by the Princeton academic Bernard Haykel, who claims that people want to turn a blind eye to the ideology of ISIS for political reasons. "People want to absolve Islam," he quotes Haykel as saying. "It's this 'Islam is a religion of peace' mantra. As if there is such a thing as 'Islam'! It's what Muslims do. ... " Right. There are 1.6 billion Muslims in the world and perhaps 30,000 members of ISIS. And yet Haykel feels that it is what the 0.0019 percent of Muslims do that defines the religion. Who is being political, I wonder?

"The most interesting question about ideologies is why they succeed at any given time," says professor Sheri Berman at Barnard College. "An ideology succeeds when it replaces some other set of ideas that has failed." And across the Middle East, the ideas that have failed are concepts like Pan-Arabism, socialism and nascent attempts at democracy, economic liberalism and secularism. The regimes espousing these principles usually morphed into repressive dictatorships, producing economic stagnation and social backwardness. In some cases, the nation itself has collapsed. It is in the face of this failure that groups like ISIS can say,

"Islam is the answer."

This battle of ideologies can be seen vividly in the life of one man, Islam Yaken, profiled brilliantly by *The New York Times'* Mona El-Naggar. Yaken, a middle-class fitness trainer from Cairo, was interested mostly in making money and meetings girls. "Every guy dreams of having a six-pack so he can take his shirt off at the beach or at the pool and have people check him out," he is quoted as saying in a playful exercise video shot two years ago.

But "his dreams began to crash into Egypt's depressed economy and political turmoil," the article notes. He couldn't get a good job and began dreaming about leaving Egypt. As the country's democratic revolution collapsed and its military dictatorship returned, his political alienation increased.

Questioning his life choices, Yaken became drawn to a very different ideology, a version of Islam that is rigorous and militant.

Yaken, now 22, fights for the Islamic State in Syria. During the last Ramadan season, he tweeted a photograph of a decapitated corpse. His post read, "Surely, the holiday won't be complete without a picture with one of the dogs' corpses."

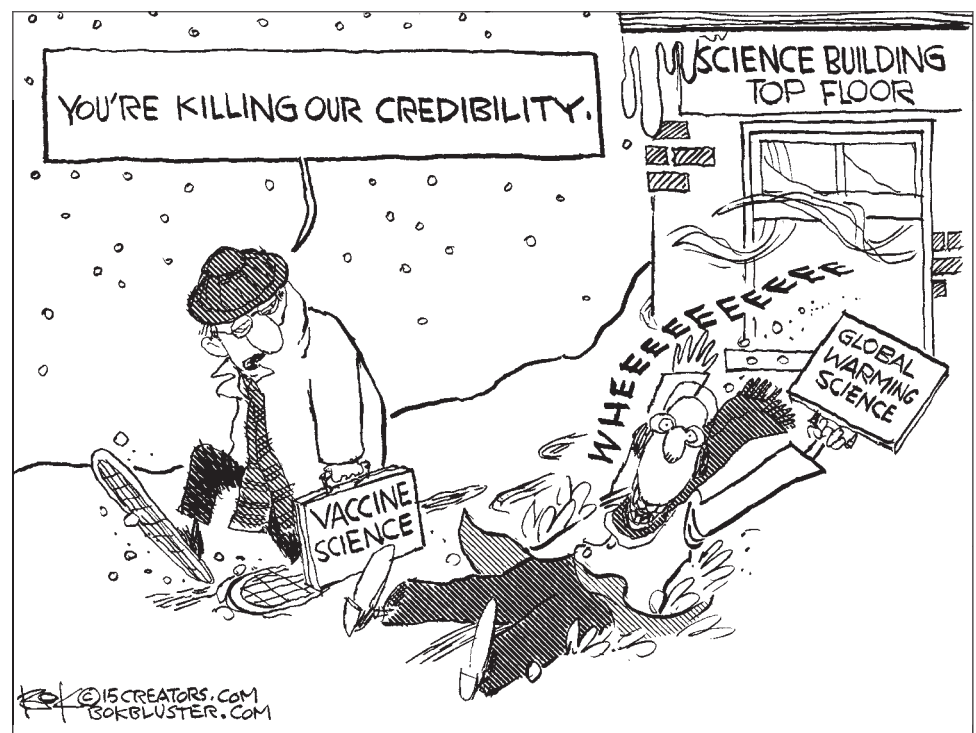
Islam Yaken is now a true believer. But the question surely is, how did he get there? And what were the forces that helped carry him along? Calling him Islamic doesn't really help you understand any of that.

Fareed Zakaria's email address is [comments@fareedzakaria.com](mailto:comments@fareedzakaria.com).

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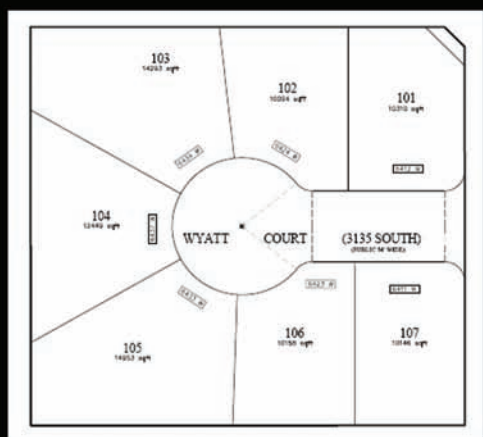




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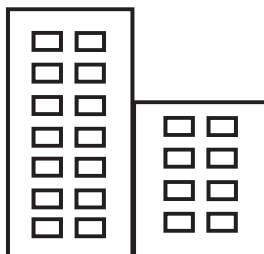
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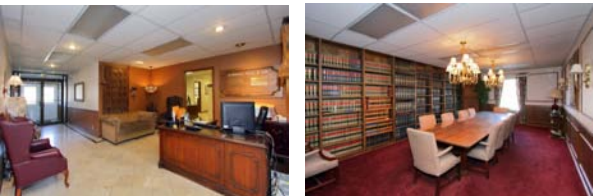


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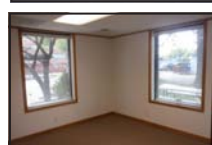


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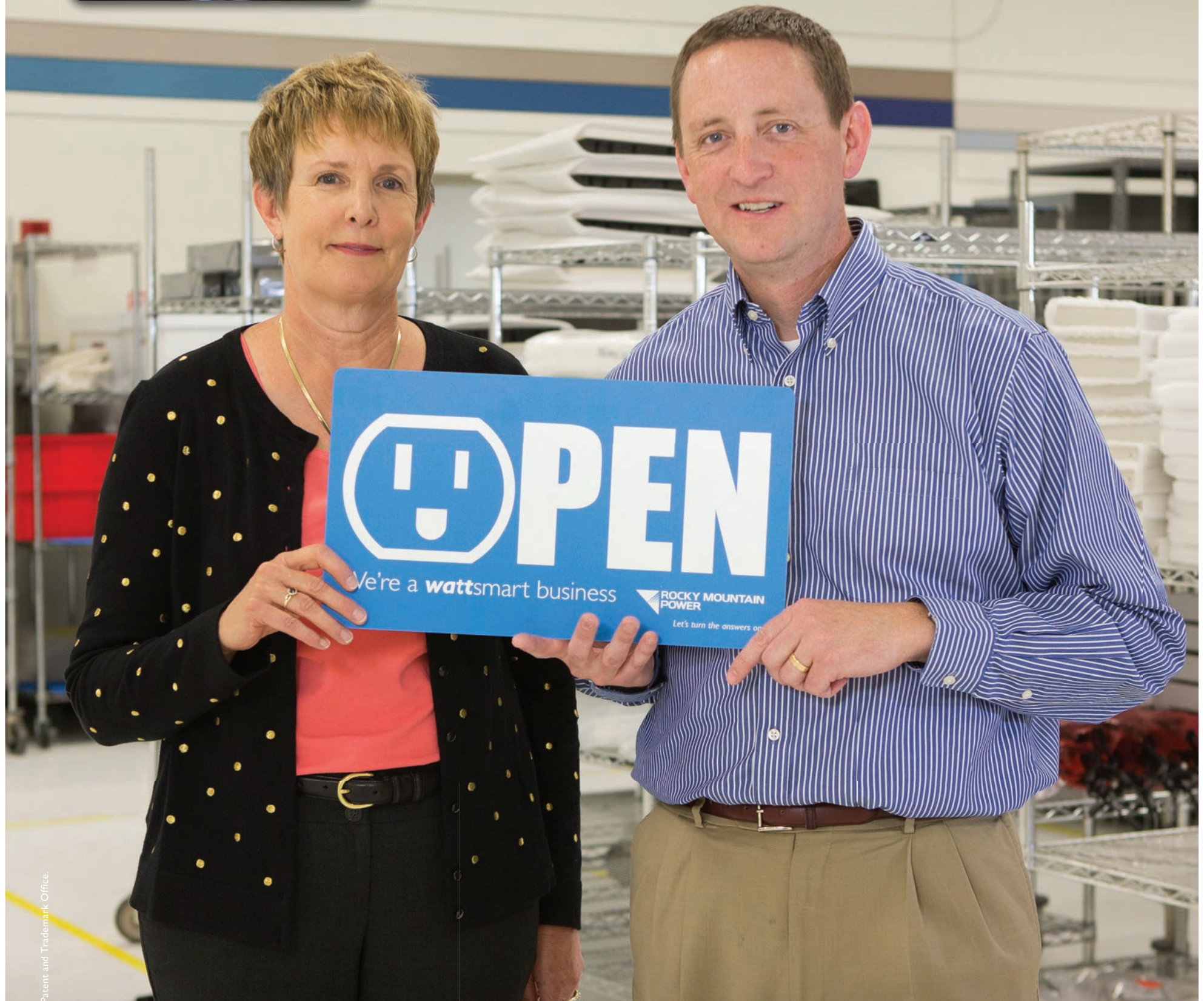
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