

OF NOTE



Sustainability: 'We all can do it,' says group

Brice Wallace
The Enterprise

Any business can implement sustainable practices as long as it's willing to change its way of thinking, a panel of experts said last week.

However, the first thinking that has change is the belief that environmentally conscious activities are not applicable to certain companies.

Ian Shelledy, executive director and

cofounder of Sustainable Startups, said businesspeople who don't own solar power companies or electric vehicle companies often believe they cannot implement a "triple-bottom-line" approach — one focusing on "people, planet and profits."

"There's no connection because the product or service that they sell isn't obviously connected, so therefore that's a big reason they don't engage," Shelledy said during a panel discussion at the "Clean Air, Clean Water, Clean Energy: Blueprint for a Better Future" conference co-hosted

by *Diplomatic Courier* magazine and the Hinckley Institute of Politics.

"But you start talking more about how a lot of triple-bottom-line is efficiency and it's empowering employees and it's values-driven, and it doesn't matter what you're doing."

His own organization — a nonprofit providing support and education to early-stage entrepreneurs passionate about improving the economic, environmental

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Downside to low gas prices

High gasoline prices in recent years helped give public transit systems like the Utah Transit Authority their best ridership numbers in history. Now, falling gas prices run the risk of putting those numbers in reverse.

Industry News Briefs

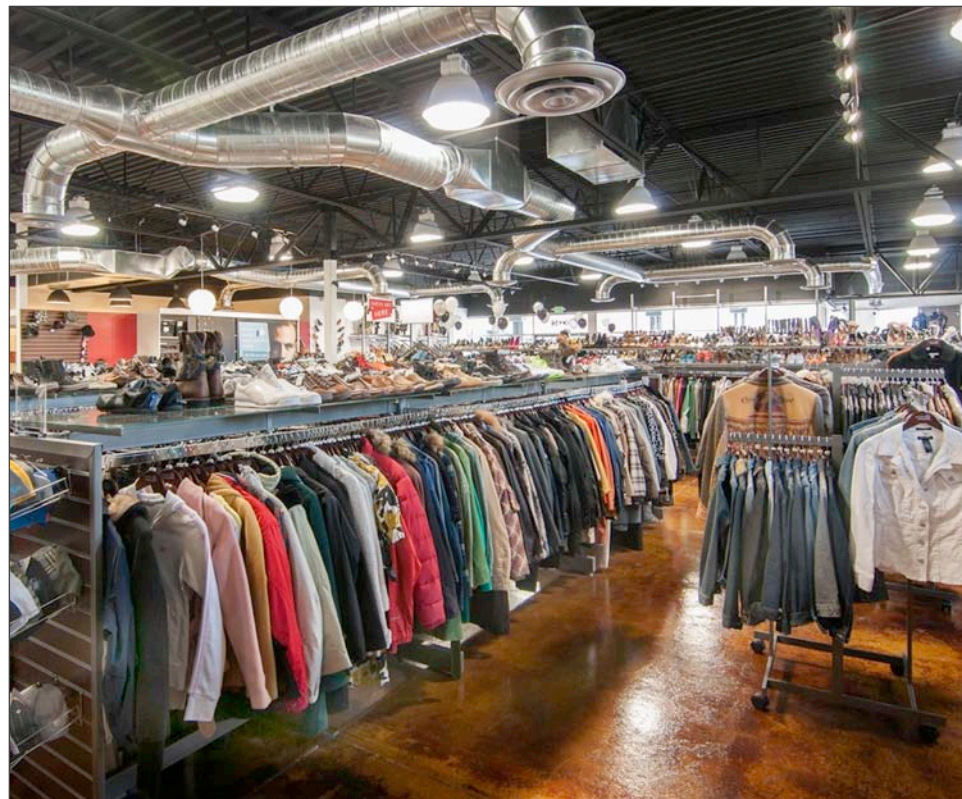
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An interior view of one of Uptown Cheapskate's Utah stores reveals racks where shoppers can find bargains on name-brand apparel and shoes that have been "gently" worn by previous owners before finding their way into the secondhand market.

January CAI signals healthy Utah optimism

Utah consumers continue to show great confidence in the state's current — and future — economic prospects. The Zions Bank Utah Consumer Attitude Index (CAI) increased 4.1 points to 113.4 in January, rising above 110 for the second time in three months and signaling optimism that Utah's economy is thriving.

The Utah CAI currently sits 17.2 points higher than its level 12 months ago. Consumer confidence in Utah continues to outpace that of the nation overall. The national Consumer Confidence Index sits at 102.9 — 9.8 points higher than December.

The big jump in the Utah Consumer Attitude Index stems from higher expectations for the future, according Zions Bank analysts. The Expectations Index, the sub-index of the CAI that reflects how consumers feel about economic conditions six months from now, increased 9.4 points to 113.3 in January. Each of the metrics used to determine confidence in the future — business conditions, job availability and income expectations — increased by more than 5 percent from December to January.

Thirty-seven percent of Utahns expect business conditions to be better six months from now, up 9 percent from December. Thirty-four percent of Utahns expect the number of jobs available in six months to be plentiful, an increase of 6 points from December.

The Present Situation Index, which measures how consumers feel about current economic conditions, decreased 3.9 points to 113.6 in January. Respondents expressing that job availability is plentiful increased one point to 38 percent, but confidence that

Sales up for used clothing shops

Sheena Steedman
The Enterprise

Owners of secondhand clothing shops in the Salt Lake area say they are benefiting from a fashion trend toward vintage and mid-century clothing — and that helps explain why sales have gone up in the past year.

One of the secondhand clothing businesses that has experienced this growth is Name Droppers, located at 3355 S. Highland Drive in Salt Lake City. Founded in 1995, the company has a second location called Name Droppers Resale Clothing at 2350 Parleys Way in Salt Lake City. Clothes are taken from the Highland Drive shop to the Parleys Way store after 40 days and

are marked down to half price to appeal to shoppers looking for lower price points, explained owner Tiffany Colaizzi.

Colaizzi, who employs 10 people in her two stores, attributes the success of her business to more people being aware of the used clothing shopping concept, realizing that it is a smart and economical way to shop.

As for any expansion plans in the near future, Colaizzi is "open to new business opportunities." She also has a message for those not already shopping consignment stores. She highly recommends it because "you could look like a million bucks for much less. Once you shop consignment, you have a hard time going back." Colaizzi

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Utah up 50,700 jobs in past year

Utah's non-farm employment through the end of the year grew by an estimated 3.9 percent by adding 50,700 jobs to the economy as compared to December 2013. The total number of Utahns employed now stands at 1,366,700.

"Utah ended the year on a labor market high note, posting the highest year-over job growth for all of 2014," said Carrie Mayne, chief economist at the Utah Department of Workforce Services. "For the first time since the Great Recession the number of unemployed Utahns dropped below the 50,000 level."

December's seasonally adjusted unemployment rate dropped

only slightly from November, sitting at 3.5 percent. Approximately 49,900 Utahns were unemployed and actively seeking work in the month. The national unemployment rate dropped two-tenths of a percentage point to 5.6 percent for the month.

All of the 10 private sector industry groups measured in the establishment survey posted net job increases in December as compared to last year. The largest private sector employment increases were in the trade, transportation and utilities sector (11,600 jobs); construction (10,000 jobs); and leisure and hospitality services (6,200 jobs).

Most ACA enrollees subsidized

Nearly nine out of ten Utahns who signed up for healthcare coverage through the Obama-Care Health Insurance Marketplace receive financial assistance from the government to lower the monthly payments for their insurance. As the Feb. 15 deadline to

sign up approaches, 116,423 have enrolled this year in the program.

Of those enrolled:

- 88 percent selected a plan with financial assistance.
- 54 percent were under 35 years of age.
- 61 percent reenrolled in a Marketplace plan and 39 percent selected a plan for the first time.

"We're pleased that in Utah, 116,423 people are signed up for Marketplace coverage, and 88 percent are able to lower their costs even further by getting tax credits, making a difference in the lives of so many families," HHS Secretary Sylvia M. Burwell said.

Nationwide, 9.5 million consumers selected or were automatically reenrolled in insurance coverage through the Marketplace through last week. More than 7.1 million were in the 37 states, including Utah, using the HealthCare.gov platform and 2.4 million were in the 14 states (including Washington, D.C.) using their own Marketplace platforms. Nationwide figures on subsidized plans was not available.

Open enrollment in the Marketplace opened Nov. 15 and runs through Feb. 15.

NOTICE OF INITIAL HEARING ON PETITION FOR TERMINATION OF PARENT-CHILD RELATIONSHIP
Case #: JS517395
 IN THE SUPERIOR COURT OF THE STATE OF ARIZONA IN AND FOR THE COUNTY OF MARICOPA
 IN THE MATTER OF: Brett Wade Orosz Seth Jordan Orosz A MINOR CHILD(REN) NOTICE IS HEREBY GIVEN THAT THE PETITIONER Erica Renee Hickey has filed a Petition for Termination of Parent-Child Relationship with the Juvenile Court in Maricopa County regarding the above named child(ren). AN INITIAL HEARING HAS BEEN SET TO CONSIDER THE PETITION: DATE: 2/12/15 TIME: 8:30 AM BEFORE: Commissioner Vigil At the Maricopa County Juvenile Court located at: Southeast Facility; 1810 S. Lewis Street, Mesa, AZ 85210 NOTICE: You have a right to appear as a party in this proceeding. The failure of a parent to appear at the Initial Hearing, the Pretrial Conference, the Status Conference or the Termination Adjudication Hearing may result in an adjudication terminating the parent-child relationship of that parent. Failure to appear at the Initial Hearing, Pretrial Conference, Status Conference or Termination Adjudication Hearing, without good cause, may result in a finding that the parent, guardian or Indian custodian has waived legal rights and is deemed to have admitted the allegations in the Petition. The hearings may go forward in the absence of the parent, guardian or Indian custodian and may result in the termination of parental rights based upon the record and evidence presented.



Real Salt Lake owner Dell Loy Hansen has agreed to fully finance the construction of a new soccer stadium at the Utah State Fairpark where his new minor league team, Real Monarchs, will play.

Hansen agrees to foot bill for new stadium

When his plan for a proposed public/private partnership to build a new soccer stadium didn't pan out, Real Salt Lake owner Dell Loy Hansen decided to go it alone. Hansen and Utah State Fairpark chairman of the board Roger Beattie have announced that they have come to an agreement and formally signed a term sheet for the construction of the \$23 million, 8,000-seat stadium at the Utah State Fairpark. The stadium will be the home of the new Real Monarchs SLC minor league soccer team.

Hansen formed the USL PRO-level Monarchs as an elite lower-division professional squad which bridges the gap between Real Salt Lake of Major League Soccer and the club's highly lauded academy at the Grande Sports complex in Arizona, which has produced a perennial pipeline of NCAA Division I players and young professionals, and has consistently competed for numerous national championships at the U-18 and U-16 levels in recent years.

For the inaugural 2015 Monarchs season, the club will play a 28-game regular-season slate in the 12-team Western Conference, with additional participation in the Lamar Hunt U.S. Open Cup.

In addition to the construction costs, the term sheet also states the Monarchs will operate

and maintain the new stadium.

"The Utah State Fairpark would be the perfect home for the Monarch's stadium," said Hansen. "I'm very excited about investing in the Fairpark's future and seeing the benefits the new facility will bring to the Fairpark and the Rose Park community. I think it is truly a win-win situation for everyone."

In addition to the Monarchs' games, it's envisioned the stadium will also host many other events and teams, including a concert series, a professional women's soccer franchise, men's lacrosse and rugby franchises, community adult soccer games and other activities. The Utah State Fair will have use of the stadium for a three-week period (before, during and after) the annual state fair to hold events, including concerts and other activities.

"After conducting our due diligence and negotiating the agreement's terms, the Utah State Fairpark board of directors is pleased to accept Mr. Hansen's offer," said Beattie. "The new stadium will be a key element in the Fairpark's success for years to come and will

be the first of several major new developments at the Fairpark."

Hansen's offer is contingent on the state of Utah extending the Utah State Fairpark Corp.'s lease on the fairgrounds for an additional 40 years. The current lease expires in 2017.

"The only major hurdle to constructing the stadium is for the state to extend the lease on the Fairpark," said Lowell Peterson, vice chairman of the board and former state senator. "The stadium would be a huge step forward in revitalizing the entire Fairpark. We urge the state to extend the Fairpark Corp.'s lease on the Fairpark, so we can preserve the Fairpark for generations to come."

In addition to the new stadium, the term sheet also includes additional improvements to the Fairpark, including a new entrance on North Temple, improved parking, signage and landscaping.

"We are anxious to get going on construction of the stadium," said Rob Zarkos, president of the Monarchs. "The stadium will be the envy of every other USL franchise and an incredible addition to the Fairpark."

Gateway apartments sold

Peak Capital Partners, a Utah-based apartment investment and management company, has acquired Northgate Apartments at The Gateway in downtown Salt Lake City. The community was purchased from a private owner and financial terms of the transaction were not disclosed.

"This represents the 15th apartment community to be acquired by Peak in Utah," said Jeff Danley, founder and managing partner of Peak Capital Partners. "Salt Lake City recently ranked No. 8 as one of the best U.S. cities to find a job. The city offers a diversified economy with one of the lowest unemployment rates in the nation. We are committed to adding to our Utah portfolio."

Built in 2002, Northgate is

a 330-unit apartment community. Peak plans to make exterior and interior improvements to the community that will include new flooring, cabinets and roofing. The community's fitness center also will be upgraded with new flooring and equipment.

Northgate is located at 135 S. 500 W. and offers three different floor plans in its one- and two-bedroom apartments.

Peak Capital Partners and its affiliates own and manage conventional, affordable and student apartment communities in growth markets in the United States. Founded in 2007, Peak Capital Partners owns 80 apartment communities in 17 states housing 14,000 families.

Sr. Sybase IQ Admin. Opening

Adobe Systems, Inc. seeks applicants for the following F/T position at its Lehi, UT worksite:

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One Wasatch concept in education/advocacy stage

Brice Wallace
The Enterprise

Concept cars typically generate a lot of excitement and discussion, allowing for public feedback before refined versions of vehicles are rolled out to the public.

And the concept of One Wasatch is in the midst of doing the same, according to one of its most prominent supporters.

Nathan Rafferty, president and chief executive officer of Ski Utah, told a Salt Lake City crowd recently that the One Wasatch concept unveiled last March is currently in the education/advocacy stage but would eventually be the largest linkup of ski areas in North America.

"I know it would be something that would set Utah apart," Rafferty told the Salt Lake Rotary at a recent luncheon. "There's nowhere else in North America physically that can do this. ... There just aren't any large-scale ski resorts being built anymore and there aren't any close enough that you could tie the ski areas together."

One Wasatch would give a person holding a single lift ticket access to 18,316 skiable acres, 100 lifts and 762 runs. The con-

cept calls for Alta Ski Area, Brighton Resort, Canyons Resort, Deer Valley Resort, Park City Mountain Resort (PCMR), Snowbird Ski and Summer Resort and Solitude Mountain Resort to be connected with as few as six chairlifts, requiring as little as 1,000 acres of private land.

The first part of the \$30 million, privately funded project would feature a connection between Canyons and PCMR, set to occur this summer. Remaining elements would connect PCMR with Brighton and also Solitude with Alta.

Rafferty said the next-biggest such project in North America has 8,000 acres and 37 lifts. But such interconnections are common in Europe, where, for example, one has 55,000 acres and 205 lifts and another has 45,000 acres and 187 lifts.

"The hardest part, I think I've learned about this concept, is getting people to embrace this concept of a very different style of skiing," he said. "As Americans, we're used to going up to Alta and hopping on the Collins Lift and going up and down 10 times, getting the best powder, and getting in our car and going away."

With One Wasatch, a skier could quickly experience several resorts' offerings in one trip, he said.

The goal is not up-and-down runs but instead "to be outside, in the mountains, kind of wander through the Wasatch, have a great lunch at Solitude along the way, maybe spend a few laps over at Brighton. It's a different style of skiing and I know it would be something that would set Utah apart," he said.

One Wasatch calls for the interconnected ski experience while "recognizing watershed protection and backcountry ski terrain preservation as key elements." Rafferty said that currently only 0.27 percent of national forests is leased by Utah's ski areas.

One Wasatch is needed for several reasons, he said, including providing a sustainable tourism product and growing the industry. Already, the industry has a \$1.29 billion economic impact in Utah, which has about 4 million skier visits most years. Colorado has the most, with 13 million. California has about 8 million and Vermont roughly 5 million.

Another potential impact of One Wasatch would be getting

skiers to stay one more day during their trips to Utah. The typical skier spends an average \$323 a day, and out-of-state and international visitors account for more than \$1 billion of Utah's \$1.29 billion ski industry economic impact.

"It's hard to ski seven ski areas and 18,000 acres on a weekend," Rafferty said. "We want them to turn their two- or three-day weekend into a four- or five-day weekend or stay a whole week."

Rafferty was asked about lift ticket costs after the One Wasatch concept becomes reality, but that has yet to be determined. But he acknowledged that skiers have concerns about higher costs.

"They think, 'Whew, lift tickets are 120 bucks a day at one ski area; what is it going to be at seven?' For that, I don't have an answer for you, but I will tell you this concept doesn't work if it's so expensive that nobody can use it," he said.

"Skiing is never going to be as cheap as going to the beach, but it delivers really high value to its participants, and I think this is a concept that people will be willing to pay for."

Details about the concept are at www.onewasatch.com.

Nicholas receives MWCN entrepreneur award

MountainWest Capital Network has announced that it will award Peter and Nicole Mouskondis, the owners of Nicholas and Company, with its 2015 Entrepreneur of the Year award. The annual award recognizes Utah entrepreneurs who have built an industry-leading company in Utah and is designed to inspire others to participate in the risks and rewards of entrepreneurship.

Nicholas and Company began in 1939, and Peter and Nicole represent its current third-generation leadership. The company delivers products and services in the food-service industry in a six-state area. With a team of food service experts, state-of-the-art facilities and exemplary food safety practices, the company provides access to over 10,000 products. Greek heritage runs deep within the company and is a driving force with how the business is viewed and operated.

"Peter and Nicole are prime examples of what it means to be a successful entrepreneur," said Reed Chase, an audit partner at Tanner LLC and president of MWCN. "The Mouskondis family exemplifies dedication to their customers and as a result has taken their business to the next level. Nicholas and Company demonstrates superlative entrepreneurship in the way it operates that has

greatly benefited its clients, employees and the state of Utah."

The Entrepreneur of the Year Lunch will be held on Feb. 3 at Little America Hotel in Salt Lake City.

"Over the years we have had the privilege of presenting this award to an elite group of inspiring Utah business people," said

Drew Yergensen, senior relationship manager at KeyBank and chair of the Entrepreneur of the Year event. "We are honored to showcase Peter and Nicole and their hard work. It is our hope that their success will be a source of motivation for the next generation of entrepreneurs."

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Prosper Marketplace acquires American HealthCare Lending

Prosper Marketplace, a San Francisco-based peer-to-peer lending company, has acquired American HealthCare Lending for \$21 million in cash. Based in Sandy, American HealthCare Lending is a patient financing platform that gives its nationwide network of healthcare providers the ability to offer payment options to consumers who would like to finance medical procedures at the point of service.

"This acquisition is an important part of our strategy to grow awareness and expand our product offerings and capabilities into new vertical markets," said Aaron Vermut, CEO of Prosper Marketplace. "Prosper Marketplace experienced incredible growth in 2014 as more people turned to the platform for everything from debt consolidation to home improvement to special occasions. Now, we have an opportunity to bring a consumer-friendly and potentially disruptive option for financing elective medical procedures to an industry that has been characterized by high rates and a lack of options."

American HealthCare Lending is one of the fastest-growing companies in the patient financing industry, according to company officials. The company has developed a cloud-based system that is integrated with some of the most trusted lenders in the nation. In addition to delivering affordable patient financing to patients, American HealthCare Lending has a sophisticated sales and marketing team that brings a wealth of knowledge, experience and contacts in the healthcare community.

"The healthcare industry is in the midst of a massive transformation that is impacting out-of-pocket expenses for millions of consumers," said Shaun Sorensen, CEO, American HealthCare Lending. "We are excited about this opportunity to continue to bring positive change to a traditional industry like healthcare lending. We've already had incredible success working with the Prosper Marketplace team and we look forward to the opportunity this gives us to better fulfill our mission to make healthcare affordable."

Prosper recently closed out a record year, facilitating \$1.6 billion in loans on its platform in 2014, up over 350 percent from the previous year. Prosper makes consumer loans for everything from refinancing high-interest credit card debt to buying a car or paying for a home renovation. All personal loans are made by WebBank, a Utah-chartered industrial bank.

Frontier Scientific buys Bio-Serv division

Frontier Scientific Inc. (FSI) has acquired the assets of the entomology division of New Jersey-based Bio-Serv Inc., a provider of insect rearing supplies and diets for agricultural research. FSI was founded in 1975 in Logan by Bruce Burnham.

"This continues our strategic move into the agricultural-chemical market segment, leveraging our chemical and logistics capabilities through this expanded of-

fering of products and services," said W. Tim Miller, president and CEO of FSI. "The related and growing demand for chemical and modified seed solutions presents a strong worldwide growth platform for Frontier's capabilities."

FSI's successful history and current expansion are supported by state-of-the-art infrastructure, which is reflected through expert-level experience and core capabilities in custom chemistry, assay de-

velopment, protein expression and sample management, the company said in a release announcing the acquisition.

Effective immediately, the operations and assets acquired through this transaction will relocate to FSI's Newark, Delaware, facility, designed specifically to provide operations and production support for FSI's insect-related agricultural products.

SUSTAINABILITY from page 1

and social sustainability of the community — has helped for-profits, nonprofits, policy executives and even handyman repair companies, he said.

"Your industry is irrelevant, and I think that's the biggest roadblock," Shelledy said.

Another change in thinking that is necessary is having companies understand that the benefits of sustainable practices will occur, even if only over the long term, according to Bill Wilson, president of Sustain3 Inc. and chairman of P3 Utah.

"The business case for operating sustainable business principles is very clear and documented," he said. "Those that have the vision, that are operating sustainably, they are using less energy, they're using less water, they're more efficient in their operations, their values are shared with their employees. So they have less turnover, they have better ability to attract top talent.

"That's not an overnight sensation. That's more of a long-term vision. And once you start instilling those kinds of values in the way you operate and the way you think, the long-term benefits just start to materialize. And it does materialize on the balance sheet as well. ... It all starts to stack up and then it just becomes part of the [company] culture."

But panelists cautioned that investors and shareholders should understand that sustainable companies are focused on more than just a financial return, although finances also can improve with the implementation of environmentally helpful practices.

"Businesspeople are trained to respond to the quarterly announcement of your earnings, and your stock goes up and down based on those quarterly announcements," said Robert Grow, president and chief executive officer of Envision Utah. "You can publish a once-a-year environmental sensitivity report or whatever you want to call it, but it doesn't help if your stock is crashing. You get fired."

Panelists urged sustainability supporters to work with companies to solve problems. For example, Grow said local petroleum refineries, after having spent \$1 billion on renovations in recent years, have been asked by Gov. Gary Herbert to spend at least that much to be able to produce so-called "Tier 3" fuels that could help cut vehicle pollution emissions.

"This is a major movement going on in Utah that is going on in a quiet, thoughtful way, working with the companies, and when they announce it, it's going to cost them a lot of money, and when they do, are you ready to cheer?" Grow asked the crowd.

"How we work with the businesses to get to the triple-bottom-line is really critical. You cannot beat them up and expect them to make changes. On the other hand, you have to lead. Air quality changes in Utah have always been led by those who got there first, understood the issues, and so on. There's a place for everybody, but helping those businesses come to that point, I think, there's a graceful but steady, constant way to work with them."

Ultimately, he said, company owners need to "take off their business hat," "put on their community hat" and "be themselves."

"I think the values that underlie our 'human-ness' is the key to the businesses continuing to become more and more involved in environmental issues," he said.

Wilson said Sustain3 tries to make sustainability personal, to simplify it and change people's habits, "making easy, everyday choices to be more environmentally conscious. "At the end of the day, people really want to do the right thing, if it's convenient and cost-effective," he said.

Such companies include benefit corporations, a new type of corporate entity in Utah that "pursues things beyond the bottom line" and instead have social and environmental issues incorporated into the core values of a company.

Wilson acknowledged that implementing sustainable practices can be tricky, depending on each company and its "pain points." Shelledy said those implementations have not always been successful, and that many lessons can be learned from the failures.

"It wasn't because those initiatives weren't valid, but they didn't do it in the right way," he said.

"Running a business is a complex undertaking. Implementing some of these triple-bottom-line principles, there's a very strong business case for it. You have to do it in the right way. You have to be thoughtful about it."

Wilson concluded the panel discussing by stressing that the conference was big part of the sustainable-business movement in Utah.

"I think today was an important day, and I do feel a shift in this community. I've been part of this push since about 2008 ... and it seems like at the beginning of this day, [there was] a lot of talk about pioneers and really starting to go to another level, and I'm encouraged to see that that's actually happening," he told the crowd.

"There's a lot of talk about [when] you go to these kinds of events, you see the same old faces. I don't know hardly any of you, which is awesome."

Why The Enterprise?



Wilford W. Clyde,
President & CEO, Clyde Companies

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CORPORATE FINANCIAL REPORTS

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

Zions Bancorporation

Zions Bancorporation, based in Salt Lake City, reported net earnings for the fourth quarter of \$73.2 million, or 36 cents per share, for the 2014 fourth quarter. That compares with a loss of \$59.4 million, or 32 cents per share, for the same quarter in 2013.

The 2013 fourth quarter included impairment losses on collateralized debt obligation securities as a result of the Volcker Rule and the company's risk reduction

strategies.

For the full year 2014, Zions reported net earnings of \$333 million, or \$1.71 per share. That compares with \$294 million, or \$1.58 per share, for 2013.

Net loans and leases held for investment increased \$324 million to \$40.1 billion during the quarter. Average loans and leases of \$39.8 billion during the fourth quarter of 2014 increased from \$39.6 billion during the third quarter.

Total deposits grew \$1.5 billion in the quarter to \$47.8 billion. Average total deposits for the quarter increased \$1.2 billion to \$47.5 billion.

Net interest income increased

to \$430 million from \$417 million in the third quarter. Noninterest income in the fourth quarter was \$129 million, compared to \$116 million for the previous quarter.

Nonperforming lending-related assets declined 3 percent to \$326 million during the quarter. Net loan and lease charge-offs were \$17 million in the fourth quarter of 2014, compared to \$11 million in the previous quarter.

Zions operates in 11 western and southwestern states.

"We are encouraged with the continued strength of our capital and credit quality and believe the company is well positioned for the next several quarters and years," Harris H. Simmons, chairman and chief executive officer, said in announcing the results.

"Unemployment in our footprint has declined faster than the national average while job creation and household formation is faster than the national rate. However, we are exercising caution on lending and maintaining

strong discipline with our underwriting standards and concentration limits."

At year-end, Zions had about \$3.2 billion of primarily oil and gas energy-related loan balances, representing 7.9 percent of the total loan portfolio. At that point, \$17 million of the outstanding balances were nonperforming.

Simmons acknowledged concern regarding the potential effect of the decline of oil and gas prices on Zions' credit quality and loan growth. "We are actively managing our energy-related exposure, including both individual credits and the portfolio as a whole," he said.

"Our underwriting discipline has remained strong and growth in 2014 was minimal. We added to the energy-related allowance for credit losses this quarter primarily in recognition that, with the decline in oil and gas prices, the inherent credit risk in our energy portfolio has increased. Disciplined underwriting, combined with strong capital and loan loss reserve ratios, position us to deal effectively with challenges that may arise from the

current price environment."

Franklin Covey

Franklin Covey Co., based in Salt Lake City, reported net income of \$1.8 million, or 11 cents per share, for the fiscal first quarter ended Nov. 29. That compares with \$1.7 million, or 10 cents per share, for the same quarter a year earlier.

Revenue totaled \$47.9 million, up from \$43.4 million a year earlier and representing the strongest first quarter ever for the company's current business.

The company provides training and consulting services.

"Coming off our best-ever fourth quarter and fiscal year for our current business, we see strong momentum continuing to build in our business," Bob Whitman, chairman and chief executive officer, said in announcing the results.

"With revenue growth of 10.3 percent for the quarter, the hiring of new client partners in the quarter, the continued revenue ramp-up of 75 client partners hired in recent years, and our significant increase in planned marketing events during the remainder of fiscal 2015, we are very excited by this momentum and the trajectory of our business. Building on our substantial investments in growth-support infrastructure over the years, we expect that a larger percentage of our increases in revenue in fiscal 2015 will flow through to increases in profitability and cash flow."

BSD Medical

BSD Medical Corp., based in Salt Lake City, reported a net loss of \$2 million, or 5 cents per share, for the fiscal first quarter ended Nov. 30. That compares with a loss of \$1.5 million, or 4 cents per share, for the same quarter a year earlier.

Revenues in the most recent quarter totaled \$843,168, down from \$1.3 million in the year-earlier quarter.

The company develops, manufactures, markets and services medical systems that use heat therapy to treat cancer and benign diseases.

Pioneer Oil and Gas

Pioneer Oil and Gas, based in South Jordan, reported a net loss of \$1 million, or 19 cents per share, for the fiscal year ended Sept. 30. That compares with a loss of \$1.3 million, or 23 cents per share, for the 2013 fiscal year.

Revenues for the fiscal year ending Sept. 30 totaled \$1.3 million, up from \$926,843 for fiscal 2013.

SECONDHAND

from page 1

is very active on Instagram and has an online store as well at shonamedroppers.com.

Uptown Cheapskate, founded in 2009, is another thriving secondhand clothing shop in Salt Lake City that now has franchised stores throughout the U.S. in addition to its three Utah locations. Scott Sloan, one of the owners, said that sales are up at his Salt Lake, Murray and Sugar House locations. He said his staff size has increased 25 percent in the past year and numbers about 30.

Sloan attributes his company's current sales growth to a new management team at the Salt Lake City location and a renewed emphasis on policing the neighborhood.

The company's plans for expansion, Sloan said, include opening two more locations in the next two years at Jordan Landing in West Jordan and at The District in South Jordan. He also thinks that the resale fashion movement is growing. People have to decide where they want to spend their money and at secondhand shops they can get upscale brands and low prices and have "the best of both worlds," Sloan said.

White Elephant Exchange and Boutique at 1790 S. 1100 E. in Salt Lake City opened its doors in May. Since then, sales have been climbing for the new shop. Owner Rachel LePrey said that more people are realizing there are treasures to be found, that "Marc Jacobs can be affordable" and overall, people are starting to grasp the difference between new and lightly used clothing. LePrey recently moved to Utah from San Francisco to open her store because she said that Salt Lake City is growing in diversity

but still has a low cost of living. She started the store alone but now has an employee. She said, "It is important to outsource to someone who could be better at something." She said she hired someone who "knows vintage in the winter."

LePrey would like to grow her business by expanding the current location and opening other locations. For people who want to make a statement, she added, you won't find these clothes in a big mall that were mass-produced.

The 20-year-old Pib's Exchange, founded by Sara and Phill Snow at 1147 Ashton Ave. in Salt Lake City, had a better year in 2014 than in 2013. Current owner Nej Garza said that 2013 "wasn't a good year" for business, but she isn't sure why.

Her shop does best during Halloween, she explained. Halloween is the "on season" for the store with eight employees. The number of employees has stayed flat, but generally fluctuates between eight and 10 depending on the season.

Garza is "happy with what they have" and doesn't plan on any expansion in the near future. Of the secondhand shop phenomena, she said that it is getting bigger and the trends are rising with the "raw movement," which refers to a movement by fashion designers, activists and consumers to use as little raw material as possible to produce fashion. Secondhand stores help conserve raw material by reselling clothing that already has been manufactured.

"Secondhand clothing made a boom in the recession," said LePrey, and for the past year, sales seemed to have grown because of a vintage fashion trend. And the ever-increasing trend to be green and efforts to conserve raw materials signal a rosy 2015 for secondhand clothing stores.

CAI

from page 1

business conditions are good decreased one point to 50 percent.

Prices, including home prices and gasoline prices, are expected to increase in the next 12 months, according to the report. Sixty-two percent of Utahns expect the prices of houses in communities like theirs to increase in the next year, which represents an increase of 2 percentage points from December. Likewise, 67 percent of Utahns expect gasoline prices to increase in the next 12 months — 10 percent more than those who felt that way in December. Part of the jump in those who expect gas prices to increase is almost certainly due to the recent drop in gasoline prices and the expectations that prices cannot be sustained at this level. The average expected gas price increase is 47 cents, while the average expected price decline is 30 cents.

Inflation expectations remain mixed. Fifty-four percent of Utahns expect interest rates for borrowing money to increase during the next 12 months, which represents a decrease of two percentage points from December. Likewise, 63 percent of Utahns expect prices of consumer goods to increase over the next 12 months, down seven points from December. However, 43 percent of Utahns expect a \$1,000 investment in their 401(k) to be worth more than \$1,000 one

year from now. Only 38 percent of Utahns in December expected an increase. Nearly 10 percent more Utahns expect the U.S. economy to improve in the next year—35 percent in January compared to 26 percent in December.

Optimism about personal finance was also higher in January than it was in December. Twenty-seven percent of Utahns expect their household income to increase faster than the rate of inflation, which represents a 9 percent increase from December. Twenty-four percent of Utahns say they are likely to purchase a major household item — such as furniture or a refrigerator — in the next 60 days, which is 2 percent more than indicated likelihood of making such a purchase in December. Only 8 percent of employed Utahns think it is likely or very likely they will lose a job in the next two years, which is 3 percent less than in December. Thirty-four percent of Utahns think it is likely they will be able to retire and maintain their living standards, 3 percent more than in December.

"The strong close of 2014 led to a great opening month for 2015. Consumers are optimistic in general, and Utahns are confident that this will be a great year for them economically," said Scott Anderson, president and CEO of Zions Bank. "We'll continue to ride the wave of a good, strong Utah economy for the foreseeable future."

Industry Briefs

ACCOUNTING

• **HintonBurdick CPAs & Advisors** has named **Steven D. Palmer** as its 12th partner. He will work in the St. George office. Palmer is a certified public accountant with experience in audits of local governments and small businesses. Palmer serves as a member of the HintonBurdick audit committee, which provides oversight for the firm's audit department. Palmer received both his undergraduate degree and Master of Accountancy degree from Southern Utah University.



Steven Palmer

• **WSRP LLC** has promoted **David DeMille** to partner in the firm's Lehi office. DeMille is a Certified Public Accountant (CPA) with 13 years of experience in tax and accounting, including nine years at WSRP providing income tax compliance and strategic tax planning services to a variety of businesses. DeMille serves as the firm's research and development tax credit expert.



David DeMille

ing as director of the Utah Film Commission the past seven years. His experience includes 20 years in production, including seven seasons as the supervising location manager on the CBS series "Touched By An Angel" and more than 25 film and TV projects.

ASSOCIATIONS

• **Jon Pierpont** has been appointed vice chairman of the Equal Opportunity Committee for the **National Association of State Workforce Agencies**. Pierpont is executive director of the Utah Department of Workforce Services. In the vice chairman position, he will represent Utah on the committee and work with state administrators nationally on equal opportunity issues. The committee has members from 35 states.



Jon Pierpont

• **Guy Timothy** has been named **ReproMAX** chairman of the board for 2015. Timothy is president and principal of **SBR Technologies and Vision Graphics**, Salt Lake City. **ReproMAX** is an international network of visual communications and document management companies that serves as a resource for services, research and development and technology. Timothy has been a **ReproMAX** member since 1991 and has served in several capacities. He brings 24 years of experience to the role of chairman.



Guy Timothy

The board also declared the regular quarterly cash dividends on the company's various perpetual preferred shares. The cash dividends on the series A, F, G, H and J shares are payable March 15 to shareholders of record March 1. The dividends on Series I shares were also declared and are payable June 15 to shareholders of record June 1.

• **Tab Bank**, Ogden, has hired **Daniel Rodrigue** as national sales manager. He will be based in West Palm Beach, Florida, and will



Daniel Rodrigue

oversee all personnel and functions relating to the bank's nationwide sales efforts. During the past 10-plus years, Rodrigue has been involved in business ventures from start-ups to rapid growth and established firms, with the majority of this time spent building or re-building sales departments. His experience includes working at **Bibby Financial Services** and as national sales manager with **First Capital** under the **First Growth Capital** division.

LLC, a 95-mile intrastate pipeline system serving refineries near Salt Lake City.

MEDIA/MARKETING

• **The Walton Group Inc.**, Provo has hired **Alexis Johnson** as account coordinator. Her experience includes photography and strategic planning. Johnson will assist in upcoming events while completing her internship. She is a student at **Brigham Young University**, majoring in public relations and graduating in April.

NONPROFITS

• The board of directors of **The INN Between**, Salt Lake City's first hospice house for the homeless, has appointed **Kim Correa** as executive director. Correa has been involved with the organization for about two years, most recently as the vice chair of the board of directors. Correa has worked in nonprofit management and development for



Kim Correa

12 years, for organizations including **Community Nursing Services**, **Bad Dog Arts**, **High Road for Human Rights** and **People Helping People**. Previously, she spent 10 years in the technology industry, working in international sales, marketing and product management for companies including **Intel**, **Oki Data** and **Artisoft**. The **INN Between** is a program of the nonprofit **Utah Hospice and Palliative Care Organization (UHPCO)**.

• **Holy Cross Ministries (HCM)** has appointed **Maria S. Farrington** as executive director, effective Feb. 9. Farrington was unanimously recommended for the position by the HCM Board of Trustees and was appointed by the leadership team of the **Congregation of the Sisters of the Holy Cross**, which sponsors HCM. Farrington is a community leader with more than 20 years' experience in area not-for-profit organizations and schools. Since 2007, Farrington served as chief executive officer of **Discovery Gateway** children's museum in Salt Lake City. Her experience includes seven years as executive director of the **Eccles Annenberg Initiative** in the Salt Lake City School District, where she was responsible for strategies to increase test scores of diverse students in the district; serving as director of community collaboration for the **United Way of the Great Salt Lake**; and serving as president and executive director of a program to bring needed educational services to county school districts in San Antonio, Texas. Farrington replaced

Sister Suzanne Brennan, who stepped down as executive director in May 2014 after 16 years of service but stayed on at HCM through the search process. She was elected general treasurer of the **Sisters of the Holy Cross, Notre Dame, Indiana**, at the congregation's General Chapter meeting in Uganda in July.

RECOGNITIONS

• The **Davis County Women in Business** will honor **Julie Fisher**, executive director of the Utah Department of Heritage and Arts for the state of Utah, as its next **Athena Award** recipient at a luncheon Feb. 19 at the **Davis Conference Center** in Layton. The award is presented annually to a person from the community who has demonstrated excellence, creativity and initiative in their business or profession; provides valuable service by contributing time and energy to improve the quality of life for others in the community; and actively assists women in realizing their full leadership potential.



Julie Fisher

SERVICES

• **AtTask**, Lehi, has renamed the company under the corporate brand **Workfront**. It said the change will "better convey the enterprise nature of the solutions it provides to its customers." Founded in 2001, the company now has more than 500 employees and more than 1,000 clients. It is a cloud-based enterprise work management solution that helps marketing, IT and other enterprise teams handle excessive email, redundant status meetings, and disconnected tools.

see BRIEFS page 15

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ARTS/ENTERTAINMENT

• **Park City Film Studios** has appointed **Marshall Moore** as the company's marketing consultant. Moore's responsibilities will include conducting industry outreach missions to all the major studios, production companies and producers that will be able to utilize the facilities at the **Park City Film Studios** campus. Moore has more than 32 years of industry experience, most recently serv-

100+ attachments to help complete any task.

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ENERGY/NATURAL RESOURCES

• **Holly Energy Partners LP**, based in Dallas and owning a refinery in **Woods Cross**, announced that its board of directors has declared a cash distribution of 53 cents per unit for the 2014 fourth quarter. The distribution is a 6 percent increase over the 50-cent-per-unit distribution in the fourth quarter of 2013 and is the company's 41st consecutive quarterly distribution increase. The distribution will be paid Feb. 13 to unitholders of record Feb. 2. In addition to the refinery, Holly owns a 75 percent interest in **UNEV Pipeline LLC**, the owner of a Holly Energy operated refined products pipeline running from Salt Lake City to Las Vegas; related product terminals; and a 25 percent interest in **SLC Pipeline**

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Keys to building an outstanding team culture in your company, part 2

Outstanding leaders work continuously to learn and grow in four common, but essential, dimensions of leadership. These are strategizing, team building, problem solving and managing for results.

Last month's article focused on the first three steps for effective team building, specifically: 1. Attracting and training strong team members, 2.



RICH TYSON

Continuously raising the bar, and 3. Leadership engagement in the development and management of corporate culture. Let's look at the remaining three undergirding premises that will assure a strong team culture:

4. Leaders who create great team cultures know "all of us are smarter than any of us."

While it may be tempting to

think that you, as the leader, are the most gifted and knowledgeable person on the team, I have found this is rarely the case — and I have been lucky to work with many incredibly intelligent leaders.

That said, the very smartest of these great leaders consistently recognize the extraordinary value of engaging their teams in energetic, collaborative debate regarding their strategies, problems and opportunities.

One of the best leaders with whom I have ever worked was my boss in my first job out of Harvard graduate school.

On day one, he invited me to sit among my fellow product managers in their weekly team meeting. Being the newbie, I didn't feel inclined to say anything, but my boss insisted throughout the meeting that I give my thoughts. I continued to resist until the time was nearly gone, when he looked me in the eye and said, "We didn't hire you to sit on the sidelines. Tell us what you think about the issues we have discussed here."

I mustered up my courage and gave a few ideas, to which my boss responded with anger: "You have wasted thousands of dollars of management time today by withholding your ideas until the end of this meeting. Those observations needed to be on the table when we were entertaining options, not after we started moving to implementation." He concluded, "Don't ever let that happen again." I didn't!

Our team at that company was outstanding, largely because of a CEO who understood the value of engaging every team member at a high level.

5. Every team member is expected to contribute and to enjoy support, recognition and rewards for that contribution.

Too often, I have observed the departure of a key team member from companies that failed to clearly convey their gratitude and support for that individual. Strong team cultures are literally bonded together through the attentiveness of leaders to the needs of team members. These include recognizing the challenges in their personal lives, providing the resources necessary to succeed in their jobs and rewarding them for that success.

Remunerative rewards certainly are important, but often

recognition for a job well done or an expression of kindness in the face of a problem better cements commitment to the team.

One of the most incredibly effective CEOs with whom I have worked consistently kept his finger on the pulse of both the business and personal lives of his key executives. When my wife and I were faced with the deaths of two family members and the need to travel to funerals into the teeth of a terrible winter storm, he presented us with airline tickets for our entire family. Above my protestations, he insisted that we accept this kind and generous act. I was so grateful — and would have walked through fire for this guy.

6. The key measure of a team's culture is the extent to which each employee feels ownership for team outcomes.

As team leaders meet and work with their teams, they should be attentive to the language used by individual team members. That language will give clues to the ownership they take for the team.

Remember Mike Eruzione, from the gold-medal-winning 1980 U.S. hockey team? When coach Herb Brooks repeatedly asked whom his players played for, the response from everyone was their former college team. Mike, however, responded: "the United States of America."

Mike got the message. Their team wasn't Minnesota, or Boston College or Harvard. That was just resume fodder. They were the American team and from that point forward, each player became part of an extraordinary team culture.

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



AVOID

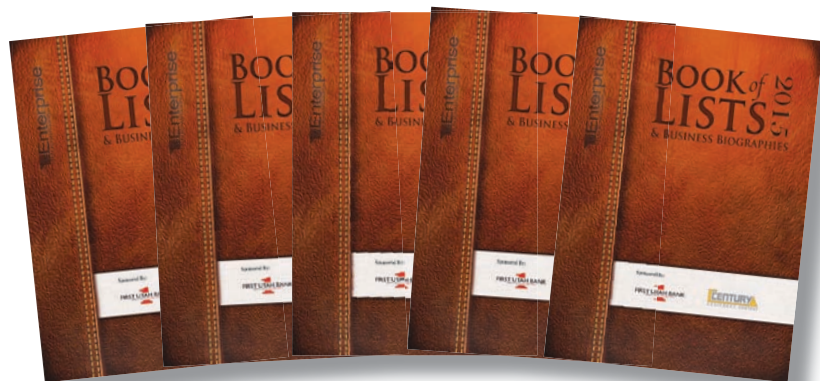
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New Fairfield planned for Midvale

Marriott Corp. and Utah Hospitality II LLC have announced the development of a new Fairfield Inn & Suites by Marriott at the View 72 Corporate Center in Midvale. The project is located at Smidh Drive and 7200 South. The hotel is scheduled to open in the first quarter of 2016.

The project will include a four-story, 90-unit inn and suites hotel with an indoor pool and spa, a fitness center, a business center, a convenience market and conference space. It will be managed by Utah Hospitality which currently owns and operates several other hotels along the Wasatch Front including the Staybridge Suites in Midvale, the Holiday Inn Ex-

press and Suites in Orem, Comfort Inn in downtown Salt Lake City and the Holiday Inn Express and Suites at the Maverik Center in West Valley City.

"We are pleased with the continued growth of Utah Hospitality hotels in the state of Utah. This will be our second hotel in the View 72 Corporate Center," said Rich Rosa, vice president of operations for Utah Hospitality "Providing bright, modern and lively public areas and next-generation spacious guest rooms designed for the business traveler, the Fairfield Inn and Suites hotel by Marriott offers an appealing alternative to standard hotels."

Calendar

Feb. 3, 11:30 a.m.-1 p.m.

Lunch & Learn, a Sandy Area Chamber of Commerce workshop. Speaker Jan Tatangelo, a former notary public and notary instructor, will discuss "Identity Theft for You and Your Business." Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Room 223, Sandy. Details and registration are at sandychamber.com.

Feb. 4, 11:30 a.m.-1 p.m.

UTC Lunch & Learn, a Utah Technology Council (UTC) networking event. Limited to UTC members. Location is Bluehost.com, 560 Timpanogos Parkway, Orem. Free for UTC members, but pre-registration is required. Details are at utahtech.org.

February 4, 3:30-5 p.m.

Afternoon Jump Start: Intro to Entrepreneurship, a Salt Lake Chamber Women's Business Center (WBC) event. Seminar is taught by Deb Bilbao, business consultant at the WBC. Location is the Women's Business Center, Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

February 5-7

Building Owners & Managers Association (BOMA) Utah Course. Event is titled "BOMI RPA Designation — The Design, Operation & Maintenance of Building Systems, Part 1." Course provides information that property and facility managers need to manage the ongoing operation and maintenance of building systems and to maximize building efficiency and cost-effectiveness. Location is 3 Triad Building, first floor conference room, 345 W. North Temple, Salt Lake City. Registration can be completed at www.BOMAUtah.org.

Feb. 5, 11:30 a.m.-1 p.m.

Monthly Lunch Meeting, a Murray Area Chamber of Commerce event. Melissa Bamfo and Erin Mathie of Business Made Simple will discuss managing workload, optimizing day-to-day operations, identifying and implementing "pipelines," and knocking down the four barriers to systematizing. Location is Brio Tuscan Grille, 6227 S. Fashion Place Mall, Murray. Cost is \$20 with prepaid RSVP, \$25 after Feb. 4 or at the door. Open to everyone; chamber membership is not required. Details are at murraychamber.org.

February 6, 9-11 a.m.

Networking Without Limits, a Salt Lake Chamber event. Speaker

Jim Woodard of CCI Mechanical Services will discuss "Building Better Business Relationships." Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15 for members, \$20 for nonmembers. Details are at slchamber.com.

February 6, 3-6 p.m.

"Why Organizations Fail," a University of Utah executive seminar. Luis Rayo, the Davis Eccles chair in microeconomic theory and business at the U., will share his perspective on seven different cases that illuminate the causes behind organizational failure. A social hour will follow from 5-6 p.m. Location is the University of Utah's Spencer Fox Eccles Business Building 1655 E. Campus Center Drive, Salt Lake City. Cost is \$55, with discounts for multiple attendees. Details are at <https://umarket.utah.edu/um2/execed/product.php?product=29&storecookie=1>.

February 6, 6 p.m.

Ogden Weber Chamber of Commerce 98th Annual Dinner, featuring various award winners. Activities include a social at 6 p.m., followed by dinner at 7 p.m. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost is \$75. Details are at ogdenweberchamber.com.

February 6

Chamber Comedy Night, a Murray Area Chamber of Commerce event. Location is Club 90, 9056 S. 150 W. (Monroe Street), Murray. Cost is \$5 cover charge. Participants must be 21 or older. Details are at murraychamber.org.

February 9, 11:30 a.m.

PING Networking Lunch, a Salt Lake County Business Alliance event. Location is Golden China Restaurant, 4908 S. Redwood Road, Salt Lake City. Free unless ordering from the menu. No RSVP required. Details are at (801) 977-8755.

February 10, 7:15-9 a.m.

ACG (Association for Corporate Growth) Utah Breakfast Meeting, part of the 2014-15 "Building Momentum" Breakfast Series. Speaker is Rob Hanks, cofounder and president of Bridgewater Cos. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free for ACG members, \$45 for nonmembers. Details are available at <http://www.acg.org/utah/>.

February 10, 6-7:30 p.m.

Young Subaru Entrepreneur Lecture Series, a Weber State University series for budding entrepreneurs. Speaker is Matt Frisbie, founder and chief executive officer of Chief MO. Location is Weber State University's Wattis Business Building, Room 203, 3850 Harrison Blvd., Ogden. Free and open to the public. Another lecture in the series will be March 17. Details are at weber.edu/entrepreneurship.

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

Connect 4 Luncheon, a Sandy Area Chamber of Commerce event. Luncheon features a meal prepared by Tom Sutterfield and a tour of EnergySolutions Arena. Location is EnergySolutions Arena, 301 W. South Temple, Salt Lake City. Cost is \$30 for members, \$35 for guests. Details and registration are at sandychamber.com.

February 11, 3-5 p.m.

"Hot Global Markets: Trending Industries," a Salt Lake Chamber Women's Business Center "Business Essentials" event. Event will provide a snapshot of upcoming business trends in 2015. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at slchamber.com.

February 11, 5-7 p.m.

Business After Hours Mixer, an Ogden Weber Chamber of Commerce event. Location is Snowbasin Ski Resort, Earl's Lodge. Cost is \$10, except for annual pass holders. Details are at ogdenweberchamber.com.

February 11, 5:15-7 p.m.

"How to Start your Career in International Business," a World Trade Center Utah student seminar featuring a panel including representatives from large companies and a local business, plus an entrepreneur and a service provider. 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.

February 12-14

RootsTech, a family history event. A related event, the Innovator Summit, will take place Feb. 11. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$19 for a one-day "Getting Started" pass, \$49 for a three-day "Getting Started" pass, \$89 for a one-day regular pass, \$239 for a three-day regular

pass. Innovator Summit is \$89. A RootsTech three-day pass plus the Innovator Summit is \$259. The Feb. 14 Family Discovery Day for LDS families is free. Details are at www.rootstech.org.

February 12, 8 a.m.-5 p.m.

31st Annual Investors Choice Venture Capital Conference, a Wayne Brown Institute event. Conference begins with a gala reception Feb. 11, 6-9 p.m., at Upstairs at Gallivan Hall, 239 S. Main St., Salt Lake City, and concludes with a ski day Feb. 13, 9 a.m.-2 p.m., at Deer Valley Ski Resort, 2250 Deer Valley Drive, Park City. Conference location is Zermatt Resort & Spa, 784 W. Resort Drive, Midway. Details are at <https://waynebrowninstitute.org/events/>.

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

Building Owners & Managers Association (BOMA) Utah Monthly Luncheon, featuring the Outstanding Building of the Year Awards. Awards honor "the best of the best" in commercial buildings. Winners at the local association level advance to the regional level and then to the international level. Keynote speaker will be Val Hale, executive director of the Governor's Office of Economic Development (GOED). Location is Little America Hotel, 500 S. Main St., Salt Lake City. Registration and details are at www.BOMAUtah.org.

Feb. 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 at davischamberofcommerce.com.

February 18, 8:30-10 a.m.

Morning Jump Start: Intro to Entrepreneurship, a Salt Lake Chamber Women's Business Center (WBC) event. Seminar is taught by Deb Bilbao, business consultant at the WBC. Location is the Women's Business Center, Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

February 18, 11:30 a.m.

2015 Peak Awards, a Sandy Area Chamber of Commerce event. Speaker David Sturt will discuss "Great Work: How to Make a Difference People Love." Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Cost is \$35 for chamber members, \$40 for nonmembers; tables are \$250 for chamber members, \$300 for non-

members. Details and registration are available at (801) 566-0344 or sandychamber.com.

February 18, 5:30-7 p.m.

"After 5" Chamber Mixer, a Murray Area Chamber of Commerce event. Location is LongHorn Steakhouse, 963 E. Fort Union Blvd., Midvale. Free unless ordering from the menu. Open to everyone; chamber membership is not required. Details are at murraychamber.org.

Feb. 19, 11 a.m.-1 p.m.

Five Chambers "Business Matters" Luncheon, presented by the Southwest Valley, South Jordan and West Jordan chambers of commerce; Jordan Area Women in Business; and the Salt Lake County Business Alliance. Speaker Spencer Taggart will discuss "Social Media Strategy." Location is The Gathering Place (Gardner Village), 7800 S. 1100 W., West Jordan. Cost is \$20 with RSVP, \$30 without RSVP. RSVPs can be completed by contacting susan@swvchamber.org.

Feb. 19, 11:30 a.m.-1 p.m.

Athena/Women in Business Chamber Luncheon, a Davis Chamber of Commerce event. Athena Award will be presented to Julie Fisher, executive director of heritage and arts for the state of Utah. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at davischamberofcommerce.com.

February 21, 9 a.m.

Legislative Update, a Murray Chamber of Commerce event. Event will feature an update on the legislative session and an opportunity to ask state legislators about important issues. Location is Holiday Inn Express, 5429 Commerce Drive, Murray. Free to the public. Details are available by calling Erica Dahl at (801) 507-7919 or at murraychamber.org.

Feb. 23, 12:15-1:45 p.m.

Annual Utah Manufacturers Association Membership Meeting. Guest speaker is Val Hale, executive director of the Governor's Office of Economic Development (GOED). Event also is an opportunity for UMA members to have lunch with legislators and get a glimpse of expected activities and legislative issues for 2015. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$50. Details are available at (801) 363-3885 or umaweb.org.

Accountant's Corner

Consider the installment method next time you have assets to sell

Businesses that have come into a liquidation event often enter into transactions involving the sale of property like machinery, equipment, intangible assets or the sale of equity like stock or units of ownership. When the seller is to receive at least one payment after



ADAM POSEY

the tax year when the sale closes, it is deemed to be a "deferred payment" and the sale must be reported on the installment method.

It should be noted that installment method reporting is mandatory if a deferred payment is received unless an "election out" is made.

To elect out of the installment method, the seller must report the entire amount of the gain from the sale in the year the sale closes, typically on Form 4797, Sale of Business Property, or Schedule D and Form 8949, Sales and Other Dispositions of Capital Assets.

Installment method reporting can be an effective tool in managing a seller's adjusted gross income

(AGI) in order to reduce exposure to the 3.8 percent Net Investment Income Tax (NIIT). Rather than recognizing the entire amount of gain on the sale of property in a single year (the year of the sale) and generating a corresponding increase to AGI, the transaction could be negotiated to include deferred payments over a number of years and thus keep AGI below the

reportable thresholds of the NIIT.

There are several instances where the installment method of reporting is not allowed. Some of the more common are:

1. When the overall sale results in a loss. Installment method reporting is only available when the seller recognizes a gain.
2. When the sale involves inventory and dealer dispositions.
3. When the sale involves stock or securities traded on established securities exchanges.
4. When the sale involves Section 1231 assets subject to depreciation recapture.

Section 1231 assets include most machinery and equipment used in a business. Many intangible assets like copyrights, trademarks and trade names also fall into this category when sold. This area is a common "tax trap." The depreciation recapture on Section 1231 assets must be reported as ordinary income by the seller in the year of the sale, even if no actual cash payments are received in that year. If there is gain remaining in excess of the amount of depreciation recapture, then this excess gain can still be reported using the installment method.

Transactions involving large installment sales also warrant some additional thought and planning. When the sales price of an installment sale exceeds \$150,000 and the seller has a year-end installment receivables balance of more than \$5 million arising from current year installment sales, then an "interest charge" is applied to the amount of deferred tax savings resulting from the use of the installment method.

It is important to remember that when installment sales are made by a pass-through entity (a partnership or S-corporation for example), the \$5 million threshold test of whether a seller is subject to the interest charge is made at the partner or shareholder level. So each partner or shareholder must add up his allocable share of each installment receivable they hold at year-end to see if it exceeds the \$5 million threshold.

If you are contemplating a sale of property in the near future, contact your tax professional to discuss how the installment method of reporting may apply to the transaction and how it may affect your tax reporting.

Adam C. Posey is a shareholder with Pinnock, Robbins, Posey & Richins PC, an independent CPA firm in Salt Lake City. His practice focuses on income tax and accounting services for small businesses, individuals and families.



Matthew A. Spencer

INSURANCE AGENT | BROKER | CONSULTANT

There is another option to the Affordable Care Act (ACA) marketplace exchange.

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Opinion

Bipartisanship, measles, 'Black lives matter,' & other passing thoughts

Random thoughts on the passing scene: Who says Pres. Obama doesn't promote bipartisanship? His complicity in Iran's moving toward nuclear bombs has alarmed some top Senate Democrats enough to get them to join Republicans in opposition to the Obama administration's potentially suicidal foreign policy.

Before the current measles outbreak, measles was once almost wiped out in the United States. But an article in a medical journal more than a decade ago had many parents afraid to have their children vaccinated, for fear that the vaccine causes autism. After scientific studies refuted that claim, the medical journal repudiated the article and the doctor who wrote it had his license revoked.

If not a single policeman killed a single black individual anywhere in the United States for this entire year, that would not reduce the number of black homicide victims by 1 percent. When the mobs of protesters declare "Black lives matter," does that mean ALL black lives matter — or only the less than 1 percent of black lives lost in conflicts with police?



THOMAS SOWELL

In politics, never assume that because something is insane, it will not be done. The Holocaust was as insane as it was a moral horror. But it was done. Even after the tide of war turned against Germany and it faced invasion and devastation, Hitler continued to pour scarce resources into the mass killing of people who were no threat.

When someone tries to lay a guilt trip on you for being successful, remember that your guilt is some politician's license to take what you worked for and give it to someone else who is more likely to vote for the politician who plays Santa Claus with your money.

So long as public schools are treated as places that exist to provide guaranteed jobs to members of the teachers' unions, do not be surprised to see American students continuing to score lower on international tests than students in countries that spend a lot less per pupil than we do.

Would you go to a funeral if you knew that your presence would be unwelcome and would just add to the pain of the mourners? Probably not. But New York's mayor

Bill de Blasio went to both funerals for the two New York City policemen recently murdered — and gave speeches. That epitomized what a truly despicable human being he is, even by the low standards of politicians.

Demographic "diversity" is a notion often defended with fervor but seldom with facts.

Few things are more irritating — or more phony — than statements from various organizations about their "privacy policy." What that really means is their "invasion of privacy policies" — how much information about you that your bank, hospital or Internet service is going to pass on to other people without your permission.

Somewhere Justice Oliver Wendell Holmes says that the purpose of an education should be to produce a mind that cannot be humbugged. But today our educational system, from kindergarten to the universities, is engaged in the mass production of fashionable humbug — propaganda rather than education.

Some people see discrimination when schools punish black students more often than white students. But schools punish white students more often than Asian stu-

dents. Lenders turn down black applicants for loans more often than white applicants — but they turn down whites more often than Asians. Most statistics on such things omit Asians rather than spoil a politically correct story.

Pres. Obama may have gained something politically or ideologically by recognizing Cuba, but just what did the United States gain? Like so much that has been done by this administration, the diplomatic recognition of Cuba demonstrates how safe it is to be our enemy, while our policies toward Ukraine and Israel demonstrate how risky it is to be our ally.

Despite radical feminist organizations' frequent bursts of outrage, these same radical feminists' response to the mass capture of school girls by Islamic terrorists in Nigeria, and turning those girls into sex slaves, has been strangely muted. Is this because there is no political mileage or lawsuit settlements to be achieved by expressing outrage at such unconscionable raw savagery in Nigeria?

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

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'Keep calm and carry on' is more than just another T-shirt slogan

The conversation at the World Economic Forum in Davos, Switzerland, is often dominated by economics and this year was no different. But the shock of the Paris terror attacks lingers and discussions at the Davos meetings often turned to radical Islam. I posited in my previous column that the solution does not lie in more American military interventions in the Middle East. What, then, is the answer?

The problem is deep and structural (as I wrote a few weeks after 9/11 in *Newsweek*, in an essay titled "Why They Hate Us"). The Arab world has been ruled for decades by repressive (mostly secular) dictatorships that, in turn, spawned extreme (mostly religious) opposition movements. The more repressive the regime, the more extreme the opposition. Islam became the language of opposition because it was a language that could not be shut down or censored. Now the old Arab order is crumbling but it has led to instability and opportunities for jihadi groups to thrive in new badlands.

Over the past few decades, this radical Islamist ideology has been globalized. Initially fueled by Saudi money and Arab dissenters, imams and intellectuals, it has taken on a life of its own. Today it is the default ideology of anger, discontent and violent opposition for a small number of alienated young Muslim men around the world. Only Muslims, and particularly Arabs, can cure this cancer.

That does not leave America and the West helpless. Washington and its allies can support Muslim moderates, help their so-

cieties modernize and integrate those that do. But that's for the long haul. Meanwhile, Washington and its allies must adopt a strategy that has four elements: intelligence, counterterrorism, integration and resilience (ICIR).

Intelligence is obviously the first line of defense, but it's also essential to the attack. We have to know where jihadis and potential jihadis are and what they are planning. That means using sophisticated technology to search through various kinds of communications, but it also — and crucially — means developing good relations with communities. Most law enforcement professionals will argue that the key is to develop trust with, and ties to, local Muslim communities to identify early on those who might pose a threat. As the sheriff of Los Angeles County put it in congressional testimony in 2010, "Information that is relationship-derived is more reliable than information that is twice or more removed from the original source."

Counterterrorism is the natural followup to intelligence. When you know where the bad guys are, capture or kill them. It's easier said than done, but the United States and other Western nations have had considerable success with this tactic — not only in war zones like Afghanistan and Pakistan but also in intercepting plots on their way to cities like Paris and London. All counterterrorism efforts have downsides. While drone attacks look seamless from the skies, they inevitably produce civilian casualties. Special forces operations are more surgical, al-

though they risk American (or other Western) casualties.

In a revealing interview published in 2013 in *Foreign Affairs*, retired Gen. Stanley McChrystal said about counterterrorism, "Americans have got to understand that. If we were to use our technological capabilities carelessly — I don't think we do, but there's always the danger that you will — then we should not be upset when someone responds with their equivalent, which is a suicide bomb in Central Park, because that's what they can respond with."

Integration is something that America does well and with which Europe struggles.

One of the chief reasons that America has not had as many problems as many predicted after 9/11 is that its Muslim community is well integrated and loyal, and it largely believes in American values. Europe still faces huge challenges in integrating those who are new or different into societies that have long been defined by blood and soil.

Finally, resilience. Terrorism is an unusual tactic. It doesn't work if we are not terrorized. Bouncing back and returning to normalcy are ways of ensuring that terrorism does not have its desired effect. We have

see ZAKARIA pg. 15



FAREED ZAKARIA



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Conference Agenda

- 11:00-12:00 Registration
- 12:00-1:45 Lunch and keynote
- 1:45-5:00 Panel Discussions and DealSource
- 2:00-5:00 Panel Discussions
- 5:00-8:00 Capital Connection, Bar, Hors d'oeuvres and Dinner

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Here are some big sales questions and some even bigger answers

I have 3.5 BIG questions and 3.5 BIGGER answers:

1. How come people don't call me back?

People not calling you back is not a problem; it's a symptom.

Here are some of the real reasons people don't call you back:

1. Boring message.
2. Insincere message.
3. Sales message, not a value message.
4. Self-serving message.
5. No humor employed.
6. Non-compelling message.

How should you leave a voicemail? Answer:

- Give your name and number first.
- Offer facts and valuable information on what they want to hear (not what you have to sell) — 30 words or less and ASK for a callback or text.
- Give your name and number AGAIN.

NOTE: If you have nothing of value to say, don't bother picking up the phone.

2. Why is cold calling a waste of my time?

The three-word definition of a cold call is: "Waste of time."

No one likes cold calls. Not the salesperson who makes them. And, surely not the prospect who

receives them.

"Cold calls are a necessary evil of selling" is a false statement. "Cold calls are a necessary evil if you don't employ the correct selling strategies" is a true statement.

Here's what waits for you at the other end of a cold call:

- You're calling people who don't want what you've got.
- You're calling people who don't know what you've got.
- You're calling people who don't want to be bothered.
- You're calling people who resent being interrupted.
- You're calling people who resent intrusion.
- You're calling people who resent your call.
- You're calling people who will get angry at you or your company.

It's not a "cold call." It's an intrusion without an invitation. A gate-crash. And if handled poorly, will ruin future chances for a legitimate sales call.

Let's see — poor timing, having a tough time getting through

and when you do, you fight for attention. Ninety-five percent of those who get through are wholly untrained and incapable of selling anything anyway. What's the point? Isn't there a better way? Look at the other side — there is no worse way.

3. What is the BEST WAY to make a sale?

The easiest way to make a sale is lower your price to a point that you make no profit. Not a good option.

REAL ANSWER: There is no BEST WAY or EASIEST way to make a sale. BUT there are several elements that contain the word "BEST" that you must self-evaluate in order to discover why the sales takes place — or why not.

KEY POINT OF UNDERSTANDING: Selling is NOT manipulating. Selling is harmonizing.

Oh, you can occasionally make a manipulative sale. But if you're still in the 1970s trying to "find the pain," or "sell an up-front contract," or "make a cold call" or "close the sale," you're toast. Sales toast.

Here are a few of the BEST ways to make a sale:

- The best way to make a sale

is to have your reputation precede you by word-of-mouth from your Google ranking and from your business social media presence.

• The best way to make a sale is to be known as a valued resource before you start.

• The best way to make a sale is to be friendly before you start.

• The best way to make a sale is to meet with the CEO or actual decision maker.

• The best way to make a sale is not to be "salesy," or cocky or condescending.

• The best way to make a sale is to find some common ground before you start the selling process.

3.5. How did my mother help me make sales?

Mother's rules make for great salespeople. I know this sounds hokey, but if you want to be a great salesperson, you should have listened to your mother.

Your mom said it best. As a child, when you were fighting or arguing with a sibling or friend, your mom would say, "Billy, you know better than that. Now you make friends with Johnny."

Here are two major sales tips right out of mouth and memory of your mother:

- **Make friends.** There's an old

sales adage that says, "All things being equal, people want to do business with their friends." I say, "All things being not quite so equal, people still want to do business with their friends." Your mother never told you to use the alternative of "choice close" or the "sharp angle close" on Johnny. She just said, "Make friends." That may have been one of the most powerful sales lessons you ever got.

Say nice things. Your mother told you, "If you have nothing nice to say, say nothing." I'm certain she only told you this a hundred times. Somehow, after you got your business cards printed, that lesson was lost. Especially when you begin speaking about your competition. I'm sure your mother would approve of referring to them as "my worthy competition."

More motherly advice and answers next week. Meanwhile, wash behind your ears.

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

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CALENDAR

from page 9

February 24

Murray Women in Business Lunch Meeting. Location is Marriott Residence Inn, 171 E. 5300 S., Murray. Cost is \$20 prepaid, \$25 after 3 p.m. Feb. 23 or at the door. Details are at murray-chamber.org.

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

"Sweet Success," a Salt Lake Chamber Business Women's Forum (BWF) Luncheon. Event will feature a panel of successful business owners discussing how they came to own and run a successful business. Panelists include Ashley Cintas, Kosha; Cindy Johnson, Hair Love Wigs; Hasen Cone and Teri Rosquist, Sweet Lakes Limeade; and Jay Starks, Platinum Venture Group. Moderator is Julianna Christie, Gray Matter Consulting LLC. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. Cost is \$30 for BWF members, \$40 for nonmembers. Details are at slchamber.com.

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

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Speaker is Susan Madsen, a professor of management in the Woodbury School of Business at Utah Valley University and founder and director of the Utah Women and Leadership Project. Location to be announced. Cost is \$20 for members prepaid, \$25 for guests prepaid, \$30 at the door. Details are at sandychamber.com.

February 25, 7:30-9 a.m.

"Powerhouse Utah Women," a Salt Lake Chamber Women's Business Center (WBC) "Business Essentials" event. Cost is \$20. Other details to be announced later. Website is slchamber.com.

Feb. 26, 11:30 a.m.-2 p.m.

Southern Utah International Business Forum, hosted by the World Trade Center Utah. Event will try to demystify the process of international expansion and exporting. Event will feature a keynote by Derek Miller, president and chief executive officer of WTC Utah, who will discuss "Every Business is an International Business," followed by a business roundtable focusing on "10 Tips to Help You Think, Act and Succeed Globally." Location is Dixie State University's Gardner Center Ballroom, 225 S. 700 East, St. George. Free. Details are at wtcutah.org.

February 27-28

2015 Women in Business

Conference, with the theme "Fearless." Event features Feb. 27 keynotes by Veda Haskins, conference executive director, and Susan Madsen of Utah Valley University; Feb. 28 keynotes by Carine Clark, chief executive officer of MaritzCX, discussing "Fearless Leadership," and Katie Liljenquist, assistant professor of organizational leadership and strategy at Brigham Young University, discussing "How to Negotiate with Confidence"; breakout sessions and panel discussion. Location is Provo Marriott Hotel, 101 W. 100 N., Provo. Cost is \$150, with discount tickets for individual days; student rates starting at \$50. Sponsorship opportunities are available. Details are at https://byums.org/event?event_id=943.

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

Utah Outdoor Recreation Summit. Among the speakers are Gov. Gary Herbert providing the opening address; 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 \$90 (\$115 after Feb. 16). Details are at <http://utahsummit.com/outdoor/>.

Mar. 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. Booth costs \$50 (exempt for new and executive members) through Feb. 13. Details and reservations are available by contacting Leasha Francis at (801) 727-4503 or leasha@sandychamber.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.

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.

March 5-6

Sixth Annual Intermountain Sustainability Summit, hosted by Weber State University and the Utah Recycling Alliance. 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. Details about pricing and registration to be announced later.

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.

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.

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.

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 jniield@wtcutah.com.

May 13-14, 11 a.m.-5 p.m.

Great Salt Lake Business Conference. Event features seminars and exhibits. Location is South Towne Expo Center, 9575 S. State St., Sandy. Details are at slbizconference.com.

ZAKARIA

from page 12

not always managed to do this. In recent months, we have massively overreacted to the Islamic State execution videos, which was why they were produced in the first place.

The Paris attacks were barbaric as were those in Ottawa, Sydney, London, Madrid and Fort Hood. But one way to gain perspective might be to keep in mind the numbers. According to the Global Terrorism Database, in the 12 years between Sept. 12, 2001, and the end of 2013, the number

of Americans who died on U.S. soil due to terrorism was 42. (And six of those were from the gruesome attack on a Sikh temple in Milwaukee in 2012.) Meanwhile, in one year alone, 2011, the Centers for Disease Control and Prevention reports that 32,351 Americans died because of firearms. The number who died in traffic accidents was 33,783. So, "keep calm and carry on" is more than a slogan to wear on a T-shirt.

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

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BRIEFS

from page 6

TECHNOLOGY/LIFE SCIENCES

• **BioUtah** has appointed **Ivy V. Estabrooke** and **Val Hale** to its board of directors. Estabrooke is executive director of the Utah Science Technology & Research (USTAR) Initiative, and



Ivy Estabrooke



Val Hale

Hale is executive director of the Governor's Office of Economic Development (GOED). Estabrooke was appointed USTAR executive director last May. She is a cognitive neuroscientist by training, with technical expertise in psycholinguistics, pharmacological interventions and statistical modeling. Before becoming GOED's executive director last year, Hale served for two years as

president and chief executive officer of the Utah Valley Chamber of Commerce. His experience also includes serving as vice president for university relations, advancement vice president and assistant vice president for external affairs at Utah Valley University; and working as a reporter at the *Daily Herald* from 1981-92. He received his bachelor's degree in public relations in 1981 and a master's degree in communications in 1987, both from Brigham Young University.

• **DevPoint Labs**, a web development bootcamp, will be offering a women's scholarship, for women interested in pursuing a career in full stack or front end web development. Ty Diamse, DevPoint Labs cofounder, said there is an "overwhelming shortage" of women in the computer programming industry. The scholarship will be awarded to one woman from each of DevPoint's three-month development courses. It will include free tuition, a six-month membership to the Church & State (a business incubator) co-working space and a three-month paid internship after successful completion of the course. Interested women can apply online at www.devpointlabs.com.



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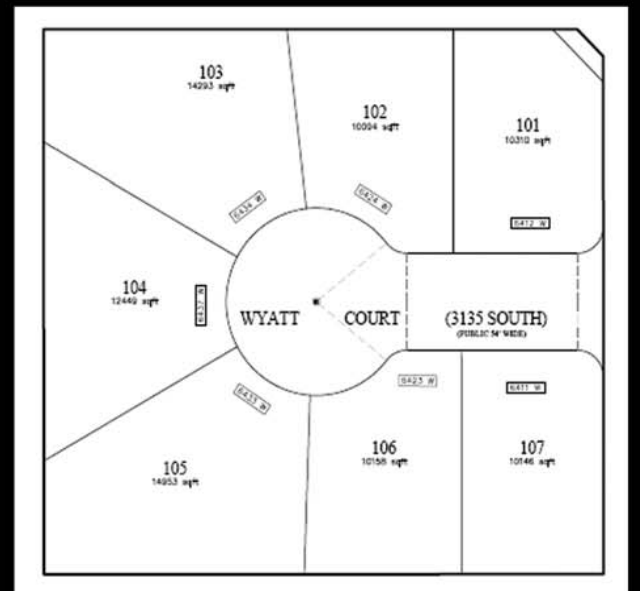
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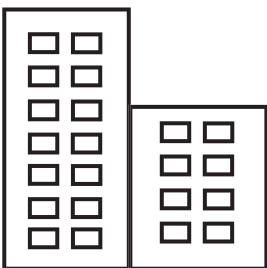
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About us:

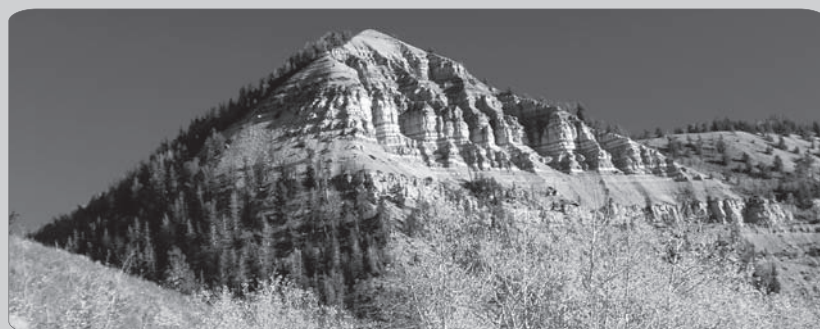
- Licensed and insured.
- Over 18 years experience in the Title Industry.
- Accepted by most underwriters.
- We provide personal property geneology.
- We back-up or willingly assist you.
- We are dedicated to provide personalized and focused service for you and your company.

PropertyInfo. Services, llc

Joel V. Baumgart
President, CEO

801-518-3618
joelbaumgart@comcast.net

SWAN LAND COMPANY



INDIAN HEAD RANCH

OPTIMUM HUNTING & FISHING • Price, Utah

Operated as an individual Cooperative Wildlife Management Hunting Unit for deer and elk, these 10,200-deeded acres plus 5,500± acres of BLM and State Land, offer an ideal habitat for big game. Multiple springs, the 12-acre stocked reservoir & the Price River provide plentiful water sources for wildlife & livestock as well as abundant fishing opportunities for the avid angler. During the summer months, the Ranch pastures 400 to 500 cow-calf pairs on the productive pastures.

Offered at \$11,200,000.

Contact Sam Sanders - Salt Lake City



WISE RIVER RANCH

PREMIER FISHING LOCALE • Wise River, Montana

The thoughtfully designed & ideally sited 3,800± SF hand-hewn log home captures views of the surrounding mountains & abundant wildlife. Trout-rich Wise River flows through the shared 473± acres for 1.5 miles & borders the Beaverhead National Forest. This area is renowned for its fishing & big game hunting. In addition to Wise & Big Hole Rivers, there are six world-class rivers within two hours of the Ranch.

Offered at \$1,495,000.

Contact Tim Anderson - Bozeman



BIRCH SPRINGS RANCH

PRIME IRRIGATED FARM GROUND • Manila, Utah

Located about 2½ miles west of the Flaming Gorge National Recreation Area & the town of Manila, this 781± deeded acres utilizes efficient gravity-pressurized wheel-line sprinklers. The Ranch includes about 340 irrigated acres with the balance in pasture and native range. It also includes 2 homes, a modern shop and 2 sets of corrals. Very good populations of mule deer and elk.

Offered at \$1,495,000.

Contact Sam Sanders - Salt Lake City

SWANLANDCO.COM
Bozeman & Salt Lake City
866.999.7342

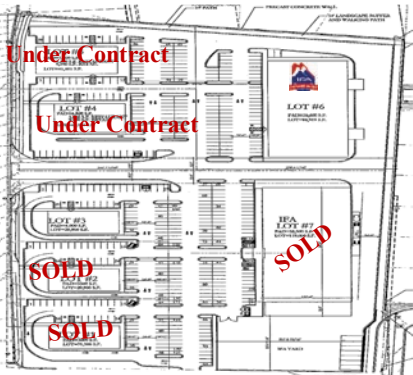


CR **CHAPMAN RICHARDS**
AND ASSOCIATES

COMMERCIAL DIVISION

1414 E. Murray Holladay Road
801-278-4414

Commercial Lots-For Sale/Build To Suite
600 North 900 West-American Fork



Pad Prices:
\$20-\$27/
SqFt
For More
Info
Contact:
Errol
Childs:
801-560-0034

Commercial Land-Great Location
566 West 12300 South-Draper



For Sale:
\$1,060,000
1.28 Acres

- Many Potential Uses, Call For Details
- Great Corner Lot In Draper

GEORGE RICHARDS, CCIM 801-631-9963

Office Condo For Sale/Lease
5292 S. College Dr #101 (500 W)



- 6287 SF- Main floor office
- High end tenant finish
- 14 + private office
- 2 large work areas
- Underground parking

For Sale: \$1,199,000/Lease Rate: \$13.50 NNN
GEORGE RICHARDS, CCIM 801-631-9963

Free Standing Building For Lease
10907 S. State Street-Sandy

For Lease: \$1,850/Month Modified Gross



- Approx. 1,053 Sqft
- Great Visibility
- Perfect For Sm. Office/Retail
- Completely Remodeled
- Beautiful Woodwork & Charming Fireplace

Kym McClelland 801-573-2828

OFFICE BUILDING FOR SALE-GREAT LOCATION



1366 E. Murray Holladay Rd

For Sale: \$1,400,000

Rare Free Standing Office Building In Holladay.

- Approx. 8,930 SqFt
- 0.69 Acres
- Currently Used As Law/CPA Office



George Richards 801-631-9963

High End Office Space For Lease
6740 South 1300 East-Salt Lake City



\$21.50 Month/Full Service

- Main Floor-3,157 Sqft
- 8 Offices (7 of them with windows)
- 2 windowed conference rooms
- Break room & file room
- High end finishes throughout
- Includes janitorial services

Kym McClelland 801-573-2828

GREAT INVESTMENT! Office/Retail/Warehouse

521 W. 200 N. American Fork
For Sale: \$1,600,000

Seller Will Lease Back For 1-3 Years While Building & Developing New Location @ 7.5-8% Cap. Plenty Of Room For More Retail On 2.09 Acres. Building Is 12,500 Sqft, 125' Wide X 100' Deep, Ceiling Height 16'-18' & Retail Ceiling Lowered To 10'

Errol Childs 801-560-0034



Medical Office Condo For Lease
5292 S. College Dr. #202 (500 W)

Lease Rate: \$17-Full Service

- 2,654 SqFt
- 2nd Floor Office
- 3-4 Exam Rooms
- 3 Private Offices
- Waiting & Reception Area
- Break room



GEORGE RICHARDS, CCIM 801-631-9963

Free Standing Professional Office Space
8925 South 2700 West-West Jordan



FOR SALE: \$359,000

Single level brick building with good curb appeal. Individual office spaces with large reception area. Additional ground in rear for expansion or future parking. Perfect for medical, dental or professional type of use.



- Approximately 2,856 SqFt
- Low maintenance exterior
- Ample parking
- Kitchen/break room built-in cabinets and file storage
- New roof in 2008 & 1 acre lot

Sue Mark-Lunde 801-580-2378

Luxury Office Suite-Realtor Building
230 W. Town Ridge Pwky (9670 S)



For Lease: \$14/NNN

- 3rd Floor**
- 3,024 USF-3,478 RSF
- 13 Offices, Conf. Rm/Reception
- 4th Floor**
- 4,918 USF-5,656 RSF
- 4 Offices, Reception, Lrg Open Area



GEORGE RICHARDS, CCIM 801-631-9963

Centrally Located Office Space-For Lease
740 E. 3900 S.



\$12.50/Full Service*

- 1,350 Sq. Ft
- 4 Offices, Reception Area & Waiting Room
- Main Floor Space
- Newer Paint & Carpet
- Updated Baths
- *Excludes Interior Janitorial



TERRY CONONELOS 801-205-7019

Commercial Land-Great Location
3592 South 8400 West-Magna



For Sale:
\$785,000
1.51 Acres

Many Potential Uses
Great Corner Lot

GEORGE RICHARDS, CCIM 801-631-9963

Naylor Farm Office Building
3823 West 9000 South



Lease Rate:
\$14.00 - NNN

Once Space Left! 1,425 Square Feet!

GEORGE RICHARDS, CCIM 801-631-9963



3.04 Acres -
\$1,200,000

- 106 W. Fireclay Ave. (4295 So.)
- 3 Buildings
- Approx. 27,000 SF

Bijan Fakhrieh 801-918-9000



If it's your business to be on a golf course,
then make it your business to check this out.

NEW FOR
2015

The Salt Lake City VIP Corporate Golf Pass provides unlimited access to eight fantastic Salt Lake City golf courses. No day or time restrictions. No hassles. Cart rental and range balls included! We're making it easy for you to bring clients, vendors and employees to the golf course.

Golf is a great way to build relationships, discuss business, reward hard work and to just unwind after a busy day. No need to hunt down every golf business-related receipt because we've got it all included in one annual price. Two price options to meet your business golf needs:

- Two passes: **\$4,995**
- Four passes: **\$9,599**

Card sales begin February 1, 2015 at any Salt Lake City golf course.

Visit slc-golf.com for more information.



slc-golf.com



Bonneville ❖ Forest Dale ❖ Glendale ❖ Nibley Park
Mountain Dell Canyon & Lake ❖ Rose Park ❖ Wingpointe