

OF NOTE



One fewer office supply brand

Staples, the nation's largest "big box" office supply chain, announced last week that it has acquired its largest rival, Office Depot, for a little over \$6 billion. The deal comes about a year after Office Depot bought Office Max for \$1.2 billion.

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Secondhand furniture stores, represented here by the Home Again location in Midvale, report good sales in the past year despite a sizable increase in the number of competing dealers.

Used-furniture dealers say sales good despite hike in competition

Sheena Steedman

The Enterprise

A dozen new secondhand furniture stores have opened along the Wasatch Front in the past year, but established owners in the industry say that business hasn't plummeted even in a market flooded with competition. This may explain why owners have a positive outlook on the future of their stores and why so many are considering expansion.

Brooke Campos, the owner of Luna Dust Vintage at 405 E. 1700 S. in Salt Lake

City, is no exception. She reported sales had gone up in the past year. Campos attributes the growth of her 2-year-old store to trends, furniture price points increasing and to people valuing anything mid-century. She said vintage style has become more popular to more people and that this is partly due to Instagram, Facebook and bloggers who promote trends in San Francisco, for example.

Campos suggests that people looking for quality pieces should consider secondhand shops as opposed to stores like Ikea. Buying high-quality secondhand furniture

see **FURNITURE** pg. 18

Report: Broke retirees may need public assistance

Brice Wallace

The Enterprise

A new study commissioned by AARP Utah indicates many Utahns nearing retirement age will have more debt than accessible cash and savings when they leave the workforce.

Research conducted by Provo-based Notalys LLC shows that 18 percent of Utahns will reach retirement age in that situation, causing many to turn to taxpayer-funded government assistance programs. But increasing their net worth early could help. If people in the least-prepared one-third of that group were to save 10 percent more during their careers — or \$14,000 each — state government would save \$194 million over the next 15 years.

Jay Goodliffe, a partner and chief methodologist at Notalys, said that that is a conservative estimate. If everyone in the least-prepared one-third saved 10 percent more, government savings would be an estimated \$231 million.

"We discovered that a small increase in a person's opportunity to save will have a big impact on future government outlays, and this really calls for a policy change to enhance a person's ability to save through-

see **RETIREES** pg. 5

Chamber to legislature: Invest in economic future

Utah's business community, represented by the Salt Lake Chamber, has called on the state legislature, currently in its general session, to seize the opportunity to make investing in Utah's future economic success a priority — both in education and transportation. The call to action is outlined in the chamber's updated 2015 Public Policy Guide that was released recently.

In its "The Economic Imperative for Action," chamber leaders outlined their support for policy makers to take action this session and focus on the following key principles:

1. Education: "Now more than ever, education is the surest path to economic success for an individual and the community. We must make a landmark ongoing investment in our future workforce by investing in education. We ignore clear education warning signs at our peril. We can invest now or pay a dear price later."

2. Transportation: "We must continue our commitment to investing in Utah's transportation system by working to fund the \$11.3 billion funding gap identified in Utah's Unified Transportation Plan." Business leaders said that Utah must keep

its competitive advantage in transportation and that major investments in the past decade cannot be lost.

3. Tax Climate: "We must maintain an attractive tax climate. Addressing today's critical needs must be met with a concerted effort in the coming years to modernize and improve Utah's tax structure."

"Business leaders understand that investment requires sacrifice. Today, we stand on the shoulders of forward-thinking leaders who built Utah's strong and diverse

see **CHAMBER** pg. 18



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Farm Bureau lists concerns for legislature

The Utah Farm Bureau has released its list of "Issues to Watch For in 2015" to Utah legislators now in session. Local Farm Bureau officers compile the document upon returning from the national agricultural convention for the American Farm Bureau Federation.

Though not exhaustive in scope, the list is based on the Farm Bureau's policy book, adopted at its convention in November. The policy book will guide the general farm and ranch organization's public policy actions throughout the upcoming year, including the legislative session.

"It is important to note the

policies advocated and defended by the Utah Farm Bureau come from the grassroots level, from actual farmers and ranchers on the ground and in the trenches — not simply from the ideas of one leader or board," said Leland Hogan, a cattle rancher from Tooele and president of the Utah Farm Bureau Federation. "These policies are in response to issues felt on the farm of the smallest town in Utah and through debate and deliberation have the opportunity to make it to the American Farm Bureau and debated in the halls of Congress in Washington."

The list contains farmers' and ranchers' concern on both the state

and national level. Among those listed for Utah are regulatory burdens including those regarding labor, air quality and water issues. Also listed are transportation, property rights and the future of the state fair. The Bureau asks that the state make an ongoing investment in growing and upgrading the state fair and the State Fairpark in Salt Lake City.

Of national concern, the organizations lists agricultural labor, The Clean Water Act, the federal budget and taxes.

Details of the group's statement can be found at its web site at www.utahfarmbureau.org.



Shown is an artist's rendering of the new Ancestry.com headquarters building at The Corporate Center at Traverse Mountain in Lehi.

Ancestry.com to build new corporate offices in Lehi

Ancestry.com has announced plans to build a new company headquarters at The Corporate Center at Traverse Mountain in Lehi.

"We're excited about our new Utah headquarters," said Tim Sullivan, CEO of Ancestry. "We're proud of everything our employees have accomplished in recent years, and we're looking forward to a new facility that is going to be an awesome place to work."

For the past three decades Ancestry has been headquartered in Provo and has focused on making family history more accessible to millions of people around the world. The company has grown to more than 1,400 employees globally, 1,000 of whom are based in Utah. The new location will help the company broaden its footprint in attracting and retaining top talent throughout the Wasatch Front, said a company release announcing the relocation.

The new \$35 million facility, located just a few miles off I-15, will sit on 10.5 acres with a sleek modern design that incorporates floor-to-ceiling windows. It was designed by Rapt Studio, which also designed the Ancestry San Francisco office. The design incorporates a covered parking structure, an outdoor patio and access to surrounding outdoor biking trails.

Pre-construction work started in January and the campus is projected to be completed and ready for occupants by mid-2016. Ancestry expects to initially occupy approximately 135,000 square feet on location.

Ancestry.com is the world's largest online family history resource, with more than 2 million paying subscribers across all its websites. More than 15 billion records have been added to the Ancestry.com sites and users have created more than 60 million family trees containing more than 6 billion profiles. In addition to its flagship site, the company operates several global Ancestry international websites along with a suite of online family history brands, including Archives.com, Fold3.com and Newspapers.com. It also offers the AncestryDNA product, sold by its subsidiary, Ancestry.com DNA LLC.

Xmission to battle spammers

Salt Lake City-based Internet service provider Xmission has declared war on spammers. The company announced that it has secured legal counsel to begin pursuit of spammers through the court system. In a release, the company said it started these proceedings in an effort to reduce the volume of unfilterable, junk email that impacts the its network and clogs customer inboxes.

"In addition to our exhaustive technical resources fighting unsolicited email, I am excited to engage this abuse with legal as well," said XMission president and founder Pete Ashdown.

The desired outcomes of XMission's strategy include reducing unsolicited email to customer inboxes, creating a financial impact on spammers and impact case law, and helping establish further protections for everyone.

Xmission said that all of its current email customers will participate by default but will not incur additional costs as a result of these efforts.

As an established Internet provider, Xmission will leverage its rights outlined in the Controlling the Assault of Non-Solicited Pornography and Marketing (CAN-SPAM) Act of 2003. This act prohibits sending unauthorized email with header information that is materially false or materially misleading and prohibits the use of deceptive subject headings. Additionally, CAN-SPAM regulates sexually explicit email messages.

S.L. County 2014 home sales 2nd-best in a decade

The number of single-family homes sold in Salt Lake County in 2014 marked the second-best sales year in the past decade. With 11,575 units sold, sales were down less than 2 percent compared to the 11,767 units sold in 2013, the best year in a decade, according to the Salt Lake Board of Realtors.

"You have to go back to 2006, prior to the Great Recession, to find a stronger year in home sales," said Dave Robison, president of the Salt Lake Board of Realtors. "We expect this year to be a solid sales year as more millennials enter the housing market and buyers rush to beat a forecasted rise in mortgage interest rates this summer."

Home sales increased 6 percent in the final quarter of 2014

to 2,810 units sold, up from 2,645 units sold in the fourth quarter of 2013. The quarterly increase followed a 3 percent drop in home sales in last year's third quarter (year-over-year).

Other Wasatch Front counties saw big jumps in home sales in the fourth quarter, including Davis County, up 15 percent; Utah County, up 19 percent; and Weber County, up 4 percent. Home sales in Tooele County were down 0.5 percent in the fourth quarter.

Across the Wasatch Front (Salt Lake, Davis, Utah, Weber and Tooele counties) in 2014, there were 25,074 single-family homes sold, up 2 percent compared to 2013.

In Salt Lake County during

the fourth quarter, most ZIP code areas witnessed rising home sales, but there were notable exceptions: Sandy (84070) was down 14 percent, West Jordan (84088) fell 12 percent, Emigration Canyon (84108) was down 33 percent and Taylorsville (84123) saw its sales fall 15 percent.

In the fourth quarter, the median single-family home price sold in Salt Lake County rose to \$255,000, up 4 percent compared to \$245,000 in the fourth quarter of 2013. The Avenues (84103) posted the highest home prices along the Wasatch Front in the fourth quarter at \$474,500, up 3 percent. Draper took the No. 2 spot at \$412,350, up 10 percent. Alpine came in No. 3 at \$397,500, down 9 percent.

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Meldrum steps down at Myriad Genetics

The longtime leader of Myriad Genetics Inc. has announced his retirement.

Peter D. Meldrum, president and chief executive officer of the Salt Lake City-based company, has notified Myriad that he will retire at the end of the company's fiscal year June 30.



Peter Meldrum



Mark Capone

The company's board of directors has unanimously elected Mark C. Capone, president of Myriad's largest wholly owned subsidiary, Myriad Genetic Laboratories Inc., to succeed Meldrum.

"Pete has led Myriad for the past 24 years, since the founding of the company, and has been the key architect in developing Myriad into one of the world leaders in molecular diagnostics," said John Henderson, chairman of the

board of directors. "We are incredibly thankful for Pete's years of extraordinary contributions to the company, and we wish him a long, healthy and fulfilling retirement."

"I want to thank Myriad's board of directors for their wisdom and guidance over the years, and in particular, I have enjoyed my partnership with our chairman, John Henderson," Meldrum said. "Most importantly, I will genuinely miss each and every one of the wonderful Myriad employees who make the company such a unique and special place to work."

Myriad Genetics discovers and commercializes tests to assess a person's risk of developing disease, guide treatment decisions, and assess risk of disease progression and recurrence.

Capone has nearly 30 years of experience in the life science industry, having spent 17 years at Eli Lilly in various positions in sales and marketing, research and development, and manufacturing. He has been with Myriad for 13 years, holding several senior management positions.

During Capone's time at Myriad Genetic Laboratories, an-

nual molecular diagnostic revenues grew from \$14 million to over \$700 million. Over the past five years, he has been instrumental in developing and leading the strategic initiative to diversify the company's molecular diagnostic test portfolio through internal development and acquisition. This has resulted in a 20-fold increase in scientific publications and 10 new products addressing a global market potential in excess of \$15 billion.

"I know I will leave Myriad in exceptionally capable hands with Mark Capone at the helm," Meldrum said. "I can't think of anyone with better leadership skills than Mark Capone to guide Myriad into the future and wish him well as the new president and CEO."

"Pete has been an outstanding and insightful mentor over the years," Capone said. "I feel honored to have worked closely with him, and I look forward to leading Myriad as the company continues the exciting journey to enrich the lives of our patients through pioneering science."

Grohs to lead AlphaGraphics

AlphaGraphics Inc., a global franchisor of business printing centers, has named Aaron Grohs as president to become effective Feb. 15.

"Several months ago, the AlphaGraphics board set out to identify a leader with the right mix of experience and vision to take our company to the next level," said Gay Burke, executive chair of AlphaGraphics.



Aaron Grohs

"Aaron's knowledge of our industry is unequalled. We welcome him into the AlphaGraphics family and look forward to the impact his experience, management and leadership skills are sure to make."

With 15 years of executive operations and sales experience along with marketing leadership in print and marketing communications, Grohs is a veteran of the commercial printing indus-

try. He spent the past 11 years as executive vice president of sales and marketing at Houston-based Consolidated Graphics. For eight of those years he also served in a dual capacity as group vice president, providing executive operational leadership to eight manufacturing companies.

Grohs began his printing career in 1998 as an account executive with Automated Graphic Systems. In 2001, he was promoted to president of Mercury Printing in Memphis, Tennessee. In that role, he was responsible for overseeing the successful operational and sales turnaround of this local print business.

"It is an honor to join the AlphaGraphics team in Salt Lake City and contribute to this great company's focus on growing and strengthening the incredible franchise network we have around the globe," said Grohs. "I feel confident that together we can continue the success the company has experienced."

Burke, who has been serving as interim president and overseeing the search for a new leader, will continue as executive chair of the AlphaGraphics board.

Oakwood launches community

Oakwood Homes, a Colorado-based private home builder that recently made its entry into the Utah housing market through the acquisition of Henry Walker Homes, is developing a townhome and single-family community in Farmington. Dubbed Avenues at the Station, the development is adjacent to the Station Park shopping center.

"At Oakwood Homes, we believe in building and enhancing communities," said Mike Stewart, president of the Oakwood Homes Utah division. "We're witnessing a growing demand for contemporary city living and this new Davis County community delivers urban living at its best."

Avenues at the Station will townhomes ranging in size from 1,530 to 2,760 finished square feet — all including two-car garages. A total of 80 townhome units will be built with several already sold.

Additionally, more than 48 single-family homes are planned for the community and will be available for purchase in March. Amenities at Avenues will include a community pool, pool house, beautifully designed grounds and the close proximity to Station Park, Front-Runner and the Rio Grande Trail.

"We design around how families live and function," said Stewart. "Our home buyers work closely with us on features, spaces and layouts. We've mastered creating a superior product for less; it's one of the reasons we can provide luxury at every price level and stage of life."

An Oakwood Homes sales center is now open at 100 W. Clark Lane in Farmington. Model homes will open in June.

Oakwood Homes is headquartered in Denver and operates in Colorado, Nebraska and Utah.

Blendtec® Utah Valley Chamber names Blendtec Business of the Year

Orem-based Blendtec, a manufacturer of commercial-grade blending equipment, has been named Business of the Year and runner-up as Innovative Business of the Year in voting by members of the Utah Valley Chamber of Commerce. Google Fiber was named Innovative Business of the Year.

The Business of the Year award is given to businesses who demonstrate excellence throughout the year, according to a release from the chamber. To be considered for the award, companies must possess an exemplary company culture and be engaged in the community in meaningful ways. Additionally, the ideal business will have overcome adverse conditions to find success.

"Blendtec faced great adversity in 2014 as a result of the increased demand for our products during the largest implementation of operational improvements," said Craig Taylor, Blendtec CEO. "Despite this, we have been able to further fortify our foundation for the dramatic growth that is expected to continue as we continue to introduce new innovative products."

In 2014, Blendtec grew from 270 to over 500 Utah-based employees, not including the huge influx of seasonal temporary employees and several hundred field sales reps across the country. Additionally, Blendtec founder Tom Dickson was also a large financial donor in Thanksgiving Point's Museum of Natural Curiosity, which focuses on hands-on learning, experimentation and discovery.

"As long as we continue to push for consistent personal and professional growth from ourselves, employees and brand partners, we will always win," said Dickson. "The health of our company is directly linked to the culture that we develop within these walls, and we are staged for some exciting growth in the years to come."

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GROWTH TO HARVEST

Businesses in Utah are thriving in a great environment where capital feeds growth organically and through acquisitions. The state's talented, well-educated workforce and innovative leaders make it an ideal place for thriving growth stage and established businesses to achieve greater success. Utah's rich business climate nurtures corporate growth, and giants of industry find it a perfect place to expand.

Keynote Speaker



DeLyle Bloomquist
President, Global Chemicals Business, Tata Chemicals Ltd.

As the President of a business unit for a multinational conglomerate, DeLyle is keenly aware of what it takes to manage a growing and thriving operation. DeLyle will share his experiences with corporate M&A, IPOs, private equity financings and how it all relates to Utah's fertile corporate growth climate.

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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Pluralsight continues growth

Salt Lake City's Pluralsight has acquired Code School, an online learn-to-code destination, for \$36 million. By acquiring Code School, Pluralsight's portfolio of e-learning solutions now offers a broader range of coding courses and learning styles for its online training for technology professionals.

The acquisition of Code School is Pluralsight's sixth in the past 18 months, continuing the company's aggressive expansion in the e-learning industry, projected by industry experts to be a \$107 billion market in 2015. While several of the company's acquisitions have focused on adding learning content, Pluralsight's most recent acquisition of Boston-based Smarterer for \$75 million was to create a more advanced and credible industry standard for skills measurement. The company also recently acquired Oklahoma City-based Digital-Tutors for \$45 million to expand into online training courses for designers, digital artists and other creative professionals. The series of acquisitions has given Pluralsight an online learning plat-

form with nearly 4,000 courses.

"We recognize there are numerous ways to learn and are committed to bringing new learning styles to the Pluralsight family of products," said Aaron Skonnard, CEO and co-founder of Pluralsight. "Code School has differentiated itself as a fun, efficient, hands-on way to learn, offering introductory to advanced courses that are really effective. Together we will continue to help professionals remain relevant and ensure businesses stay on top of the latest trends and technologies."

Pluralsight was founded in 2014 and employs more than 150 people in its Salt Lake City headquarters.

"By joining Pluralsight, we can focus on creating the best way to get started with a new technology," said Gregg Pollack, founder and CEO of Code School which was founded in 2011 in Orlando, Florida. "We're excited to have a place to direct customers who want to dive deeper into a topic, and we encourage them to explore Pluralsight's vast library of technology courses."

RETIREES

from page 1

out their lifetime," said Alan Ormsby, AARP's Utah director.

The study indicates that over the next 15 years, more than 457,000 Utahns will reach retirement age. Many have their personal net worth tied up in their home and will likely retire without adequate and accessible financial resources. Nearly one in 10 new retirees will qualify for more than \$2,500 per year in direct government assistance, and total government outlays for new retirees will top \$3.7 billion over the next 15 years.

The study suggests public policies that would encourage individual savings, thus saving taxpayer dollars later and improving retirement readiness.

David Damschen, chief deputy state treasurer, said workers not in a defined benefit program need to save 10 percent to 15 percent during their careers in order to live through retirement.

"Too many of our workers are entering retirement unprepared. ... The cost to the state government and local governments will be huge if we have citizens that aren't prepared to

be retired" because they will look to government for help, he said.

Sven Wilson, a partner and chief economist at Notalys and a professor of public policy at Brigham Young University, said Utah's population is relatively young but is "aging pretty rapidly." In 2012, 12.9 percent of Utahns were 60-plus years old, but the figure will rise to 16.7 percent by 2030, he said.

Meanwhile, employers generally are shifting the responsibility to save for retirement onto their workers. Many firms do not offer defined-benefit plans or any retirement plans. People generally are living longer and may enter retirement age in poverty, he said.

Relying on employees to plan for retirement "has its advantages," he said. "It gives people more control and autonomy over their finances, but it also means that more people fall through the cracks who don't plan appropriately. ... We need to not only help people prepare for retirement, [but also] help them prepare for a longer life when they retire, so they need a longer window to plan for."

Researchers said the pub-

lic policy options to address the issue remain a question, which Wilson described as, "how do we nudge people's behavior in their prime earning years — in their 30s and 40s and 50s — so that they're putting a little more toward retirement in a more secure fashion so that they're better able to enter their retirement period of life on a sounder economic footing?"

Goodliffe put it another way: "How can we help people help themselves now so that they will help taxpayers later?"

Wilson said many people are confused, uninformed or "a bit intimidated" about saving for retirement, but "small, upfront changes" implemented early in a career can have big impacts on the individuals and on government spending.

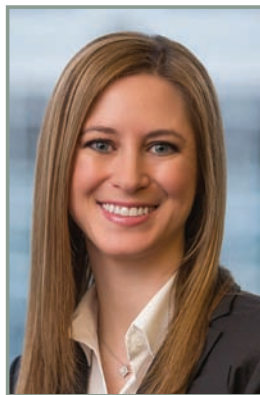
"I think the main focus is on helping employers frame these issues for their employees in a way that encourages them to take the most advantageous options," Wilson said. "That, and also looking at those people that don't have employer plans. Can the state do something to help facilitate people setting up those plans and provide some kinds of investment vehicles?"

ClydeSnow

Clyde Snow Board of Directors Elects Two New Shareholders



Robert D. Andreasen joined the firm in 2006 after graduating from Williamette University College of Law. His practice focuses on civil and real property matters as well as litigation.



Katherine E. Judd joined the firm in 2008 after graduating from the S.J. Quinney College of Law and completing a clerkship with the Honorable Dee Benson. Her primary focus is labor and employment law. She is currently the Utah State Bar Young Lawyers Division President.

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ASSOCIATIONS

• The **Utah Chapter of CCIM**, a nonprofit commercial real estate accreditation organization, recently swore in its 2015 board of directors. **Monica Rafferty** of Coldwell Banker Commercial accepted the position of president. **Jeremy Doyle** of Adobe took on the vice presidency. Secretary is **Nate Hanks**, while the treasurer is **Chuck Russell**. Board members are **Steve Andrews**, **Luke Burbank**, **Brandon Duke**, **James Hilton**, **Jeremy Jensen**, **Grady Kohler**, **Ronda Landa**, **James Mack**, **Rawley Neilson**, **Travis Parry**, **Seth Roberts**, **Scott Sabey**, **Eric Smith**, **Josh Vance**, **Andy Wheeler**, **Tucker White** and **Jan Wilking**.

• The **Alliance of Community Health Plans (ACHP)** has announced that **Patricia R. Richards** has been elected by her colleagues as the new chair of the organization's board of directors. Richards is president and chief executive officer of SelectHealth, Salt Lake City.



Patricia Richards

She is a registered nurse who began her career at the University of Michigan Medical Center. Prior to joining SelectHealth, Richards served as executive vice president and CEO of Health Alliance Plan of Michigan, an affiliate of the Henry Ford Health System. Previously, she held senior leadership positions at Anthem Health Plan of Maine, Paramount Health Care in Ohio and Blue Cross Blue Shield of Ohio.

• Life science association **BioUtah** is looking for a new chief executive following the resignation of cofounder and CEO **Kimball Thomson**. Thomson resigned to devote his time and energy on writing, radio hosting and producing, advocacy and consulting in organizational and communications strategy. Thomson cofounded BioUtah in November

2012 and assumed the role of president and CEO at inception. The organization's search and selection committee is searching for a successor. **Rich Linder**, cofounder and chairman of the board of directors, will assume additional temporary responsibilities until a new chief executive has been appointed. **Susannah Hutchins**, director of operations, will serve as BioUtah's acting executive during the transition.

CONSTRUCTION

• **Ken Garner Engineering Inc.** has hired **Manuel Masbernati** as project manager in the Salt Lake City office. Masbernati has more than 10 years of experience and has knowledge of electrical engineering and lighting design.



Manuel Masbernati

GOVERNMENT

• The **Governor's Office of Economic Development**, in cooperation with the **U.S. Small Business Administration**, is offering new opportunities for small Utah businesses to increase their international sales through the **State Trade and Export Promotion (STEP) Grant** program. The \$3,000 Foreign Market Trade Event Grant is for new-to-export or new-to-market small businesses to be used for foreign market sales trips, trade missions and trade shows. Grant recipients are required to make a 25 percent cash match up to \$1,000. The \$10,000 International Trade Show Exhibitor Grant is for new-to-market small businesses with prior trade show experience (domestic or international). It requires a 100 percent cash match. Funds may be used to exhibit at an international trade show where the business is establishing a new international market. To qualify, recipients will need to demonstrate an ability to make immediate sales and meet the STEP return-on-investment (ROI) expectations. Details are available by contacting STEP program manager Ariel Briggs at (801) 538-8778.

HEALTHCARE

• **Dental Select**, Salt Lake City, has appointed **Thomas Nehren** as director of marketing. He will be responsible for the strategic direction of brand development and positioning, as well as translating corporate objectives into marketing strategies that drive revenue. Nehren has more than a decade of marketing and advertising experience, starting his career as an

advertising strategist. He worked at a global advertising agency in New York City, working with several consumer brands. Upon returning to Utah, he worked for a local advertising agency before joining a national retailer to oversee its advertising efforts. He spent the past three years leading all branding and marketing activities for an e-commerce startup until that business was sold to an international retailer.

HOSPITALITY/FOOD SERVICE

• **Stein Eriksen Lodge** at Deer Valley Resort has started an \$8 million renovation project that is expected to be completed in December. Highlights include updating 100 of the lodge's 180 units with new flooring, paint, soft and hard goods, granite counter tops, Viking ovens, fixtures, hot tubs and furnishings. In addition to the room renovations, the Mountain Lodge will be updated with new carpets, woodwork and furniture. All renovation design and styling will be overseen by Juxtapose, a Park City interior design firm.

INVESTMENT

• **Wasatch Advisors**, Salt Lake City, has hired **Terry Lally** as a senior research analyst and a member of the portfolio management team, to work alongside portfolio managers Michael Shinnick and Ralph Shive on the Wasatch Long/Short Fund. Lally previously was chief investment officer of Spotlight Funds and Spotlight Capital Management, which he co-founded in 2007. Prior to that, he was a portfolio manager and principal with Cramer Rosenthal McGlynn in New York. He began his investment career in 1989 as an analyst with Prudential Investments. Wasatch Advisors also announced that two senior equities analysts have become associate portfolio managers: **Scott Thomas** and **Kabir Goyal**. Thomas, who joined Wasatch in 2012, is involved with the Wasatch Emerging Markets Small Cap Fund. Goyal, who also joined Wasatch in 2012, is involved with the Wasatch International Growth Fund.

LAW

• **Snow, Christensen & Martineau**, Salt Lake City, has announced that **Nathan A. Crane**, **Christopher W. Droubay**, **Daniel D. Hill** and **Scott C. Powers** have been elected shareholders. Crane's practice areas include



Nathan Crane



Scott Powers



Daniel Hill



Christopher Droubay

complex criminal defense and civil litigation in both state and federal court. Droubay's practice covers a variety of civil litigation matters, including medical malpractice defense, insurance defense and employment issues. He also represents and counsels clients on a number of complex statutory and regulatory issues. Hill is a litigator with experience handling commercial and financial cases and probate disputes through trial and arbitration on behalf of both plaintiffs and defendants. Powers' practice involves an array of commercial litigation with an emphasis on construction, surety and insurance-related matters.

• **Ray Quinney & Nebeker PC (RQ&N)**, Salt Lake City, has announced that **Eric G. Benson** and **James A. Sorenson** have been elected shareholders/directors of the firm. Benson's practice focuses primarily on white-collar criminal defense and civil litigation. A former federal prosecutor, Benson handles nearly every type of federal criminal case and investigation. He also is a regular guest commentator on "The Big Show with Spence Checketts and Gordon Monson" on 1280 The Zone, providing legal analysis on sports industry-related matters. Sorenson is a member of the firm's Bankruptcy and Creditor's Rights and Litigation sections. His practice is concentrated in creditor's rights and commercial and bankruptcy litigation and includes commercial and trustee representation in chapters 7, 11 and 13 of the Bankruptcy Code. He also represents multiple parties in general commercial litigation, including real property disputes, business disputes, and disputes arising in probate court.



Eric Benson



James Sorenson

• **Michael Best & Friedrich LLP** has hired **Judson D. Stelter**

and **Anne T. Freeland** as attorneys in the firm's Labor and Employment Relations Practice Group and Litigation Practice Group, respectively, in the firm's Salt Lake City office. Stelter represents management in all phases of employment law. He also assists employers in investigating and responding to charges of discrimination



Anne Freeland



Judson Stelter

and unfair labor practices. He previously practiced at Frantz Ward, a corporate firm in Cleveland, and spent three years as an adjunct professor for the Cleveland-Marshall College of Law at Cleveland State University. His education includes a bachelor's degree in sociology from Brigham Young University in 2001. Freeland has experience in a broad range of civil litigation defense matters, including product liability, construction defect, and personal injury cases. Prior to joining Michael Best, she was a civil litigation attorney with Alverson Taylor Mortensen & Sanders, a general practice firm in Las Vegas. She earned her Juris Doctor from the University of Utah S.J. Quinney College of Law in 2007 and her bachelor's degree in recreation management from Brigham Young University in 2004.

• Shareholders at **Parsons Behle & Latimer**, Salt Lake City, have elected **Raymond J. Etcheverry**, **Hal J. Pos**, **Michael R. Kealy** (Reno office), **Michael P. Petrogeorge** and **Kristine Edde Johnson** as the firm's 2015 board of directors. Etcheverry will continue serving as chairman of the board, president and chief executive officer. Pos continues as vice chairman, vice president and treasurer. Petrogeorge continues as vice president. Kealy now serves as vice president. Johnson is newly elected and will serve as vice president and secretary. Etcheverry is a member of the firm's litigation department and practices in the areas of antitrust, intellectual property, securities, class action defense and other complex business litigation. Pos is a member of the environmental, energy and natural resources department and concentrates on environmental and mining matters. Kealy is a member of the litigation department and practices commercial litigation and personal injury. Petrogeorge is a member of the litigation



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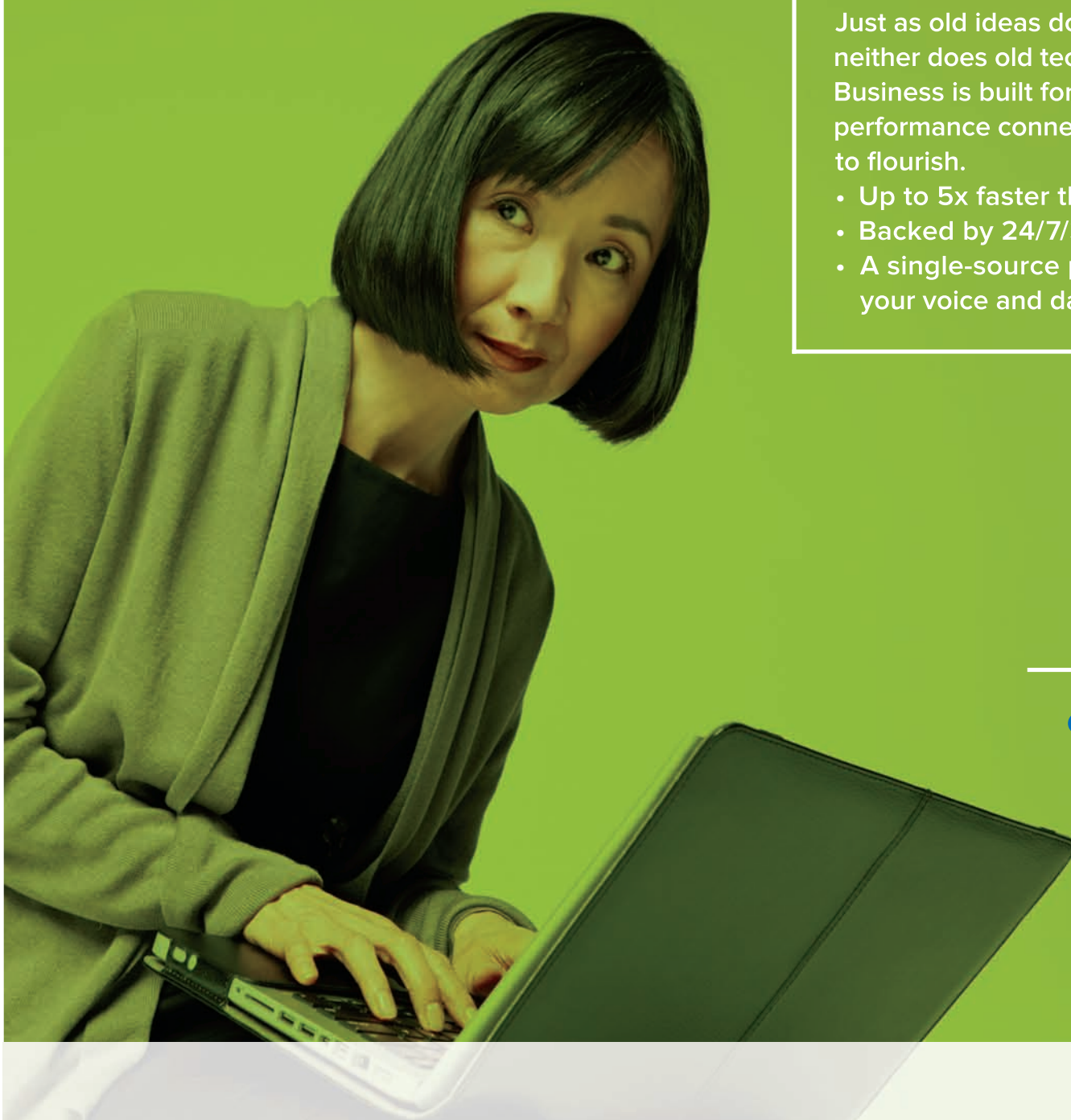
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Industry Briefs

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department and concentrates his practice on real estate litigation and complex commercial litigation. Johnson concentrates on intellectual property litigation, including patent infringement and trade secret litigation, as well as maintaining a commercial liti-



Raymond Etcheverry



Hal Pos



Michael Kealy



Michael Petrogeorge



Kristine Edde Johnson

gation practice, including insurance, breach of contract and non-compete disputes.

POLITICS

• The **Utah Democratic Party** and its executive committee have announced the appointment of **Lauren Littlefield** as the party's executive director. She succeeds **Matt Lyon**, who stepped down at the end of January. Littlefield previously was political director of the Utah Democratic Party and executive director of the Salt Lake County Party. She has been working in Democratic politics since 2004, starting when she was a student at the University of Utah where she worked on legislative campaigns and initiatives as well as municipal campaigns. Littlefield also served as the manager of programs and advocacy for Equality Utah.

RECOGNITIONS

• Nominations will be accepted through Feb. 12 for the 13th annual **Utah Innovation Awards**, presented by Stoel Rives LLP and the Utah Technology Council (UTC). The award recognizes sig-

nificant innovations and the Utah companies that created them. Innovations from all industries, and in all areas of technology and business, are eligible for consideration if they meet the eligibility requirements. Recipients will be honored at an awards event April 30 at the Hilton City Center in Salt Lake City. Details are at <http://utahinnovationawards.com/>.

• **Josh Udall** of Brigham Young University recently was presented the **2014 Cotton Biotechnology Award** for his work developing bioinformatics tools to help understand the cotton genome. He received the honor during the International Cotton Genome Initiative (ICGI) workshop at the recent Plant and Animal Genome Conference held in San Diego. The award, endowed in 2000, has previously been presented to four researchers. Award recipients have completed outstanding biotechnology research in cotton and are selected from a committee comprised of a previous recipient and representatives from the USDA, a private seed company and a university. Cotton Inc. provides financial support for Udall's research.

He recently also was awarded a National Science Foundation Plant Genome Program grant.

SERVICES

• **NetDocuments**, Salt Lake City, has hired **Bobby Tindel** as vice president of service delivery. Tindel has more than 26 years of experience in law firm executive and technology management. Most recently, he was at Hyperion Global Partners, where he focused on enterprise information management and operational performance improvement initiatives for some large global law firms and legal departments.



Bobby Tindel

TRANSPORTATION

• **C.R. England**, Salt Lake City, has appointed **Mitch England** as vice president of driver relations and promoted **Lisa Callister** to vice president of human resources. England, who previously served

as the company's vice president of human resources for nearly two years, will take on duties in the newly created position, adding emphasis to the company's efforts to attract and keep the best drivers in its fleets. He will oversee the Payroll, Independent Contractor, Driver Advocates and Reception groups. He has been with the company since 2007, including serving as vice president of human resources, director of maintenance support and director of fuel. His education includes a bachelor's in marketing from the University of Utah. Callister was promoted from her position as director of human resources, a position she held since joining the company in October 2013. Prior to C.R. England, Callister was the vice president of human resources and organizational effectiveness at Zions Bancorporation and worked in various human resources, organizational effectiveness and employee relations roles in Los Angeles for Grifols Inc. and Countrywide Financial Corp. She has a bachelor of science in behavioral science from the University of Utah.

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Calendar

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.

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

Diplomatic Luncheon with Martin Sajdik, ambassador of Austria to the United Nations, an event presented by World Trade Center Utah in partnership with the Governor's Office of Economic Development (GOED) and the Salt Lake Chamber. Meeting is limited to attendees currently or considering conducting business in Austria. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free, but registration is required. Reservation deadline is Feb. 9 or until event is full. Details and registration are available by contacting Jessica Nield at (801) 538-8786 or jnield@wtcutah.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 snap-

shot 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.

Feb. 12, 7:30-9:30 a.m.

"Broadway Media Transformation: From Static Bank Branch to Urban Center for Media, Technology and Entertainment," a breakfast program and tour presented by ULI (Urban Land Institute) Utah. Activities include a panel discussion involved in the development, design and construction of the project, plus a tour of the building. The project includes a two-building complex consisting of a 114,000-square-foot high-rise tower and a three-story, 28,000-square-foot office building. Panelists include John Dalstrom, executive vice president and general counsel at Wasatch Commercial Management; Lyle Beecher, an architect at Beecher, Walker & Associates; Scott Overman, president of Wasatch Regional Builders; and Eric Migacz, architect at EDA Architects. Location is Broadway Media Center Club and Café at 50 West, 50 W. Broadway (300 South), Salt Lake City. Cost is

\$30 for ULI members, \$45 for nonmembers. Registration can be completed by calling (800) 321-5011. Registration deadline is Feb. 10. Details are at <http://utah.uli.org/events/>.

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.

February 12, 4 p.m.

"Doing Business in Japan," a webinar designed to educate Utah business leaders in preparation for the April trade mission to Japan hosted by the Governor's Office of Economic Development (GOED) International Trade and Diplomacy Office. Participants will receive instruction about the benefits, challenges and intricacies of doing business in the country from U.S. foreign commercial service officers in Japan. RSVPs can be completed by contacting Nathan Lambson at nlambson@utah.gov or (801) 538-8737.

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.

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

Luncheon with Andris Razans, ambassador of Latvia to the United States, an event presented by World Trade Center Utah in partnership with the Governor's Office of Economic Development (GOED) and the Salt Lake Chamber. Razans will

discuss the current economic, cultural, political and educational situation in Latvia. Meeting is limited to attendees currently or considering conducting business in Latvia. Location is the Wells Fargo Building, 299 S. Main St., Suite 2300, Salt Lake City. Free, but registration is required. Reservation deadline is Feb. 13 or until the event is full. Details and registration are available by contacting Jessica Nield at (801) 538-8786 or jnield@wtcutah.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 nonmembers. 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.

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

"What's New with CDAs and RDAs?" a NAIOP Utah event featuring a discussion about Community Development Agreement (CDA) and Redevelopment Agency (RDA) funds. Discussion will include information about how to negotiate, structure and implement CDA and RDA projects. Panelists include D.J. Baxter, RDA executive director; Robert McConnell, Parr Brown Transaction and Real Estate Practice Group attorney; Keith Morey, Draper City community development director; and Mark Murdoch, Gardner Co. vice president of development. Location is 102 Tower, 102 S. 200 E., Salt Lake City. Registration can be completed at <http://bit.ly/NAIOPfeb19RDAandCDAs>.

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.

February 24

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

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how they came to own and run successful businesses. 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 24, 3-5 p.m.

"The Equity Compensation Life Cycle of a Private Company," a Utah Technology Council (UTC) Holland & Hart clinic. Holland & Hart partners Matt Wells and John Ludlum will discuss the typical equity instruments used at different stages of maturity for private companies, including the tax, incentive, compliance and corporate governance reasons behind the practices. A few special situations, such as repricings and option exchanges, also will be covered. Location is Holland & Hart LLP, 222 S. Main St., Suite 2200, Salt Lake City. Free for UTC members, \$40 for nonmembers. Details are at www.utahtech.org.

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. 25, 11 a.m.-5 p.m.

"Secrets of a Winning SBIR-STTR Proposal," a workshop presented by the SBIR-STTR Assistance Center (SSAC). Event will help attendees learn about SBIR-STTR proposals and how to improve them. Location is Northfront Business Resource Center, 450 S. Simmons Way, Kaysville. Free, with lunch and materials included. Details are at <http://www.innovationutah.com/sbir/workshops/>. A similar event takes place March 11, 11 a.m.-5 p.m., at Salt Lake Community

College's Miller Campus, 9750 S. 300 W., Sandy.

February 25, 3-5 p.m.

"The Government: Your Next Customer," a Salt Lake Chamber Women's Business Center (WBC) "Business Essentials" presentation about government contracting. 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.

Feb. 26, 6:45-7:45 a.m.

Utah Technology Council (UTC) Legislative Breakfast. House Speaker Greg Hughes and Senate President Wayne Niederhauser will discuss tech issues during the legislative session. Location is Salt Lake City Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$35 for UTC members, \$65 for nonmembers. Details are at www.utahtech.org.

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 E., St. George. Free. Details are at wtcutah.cco

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/>.

March 3, 10 a.m.-2:30 p.m.

Business Expo, a Sandy Area Chamber of Commerce event. Location is South Towne Expo Center, 9575 S. State St., Sandy. Booth costs \$50 (exempt for new and executive members) through Feb. 13. Details and reservations are available by contacting Leesha Francis at (801) 727-4503 or leesha@sandychamber.com.

March 3, noon-8 p.m.

2015 Intermountain Growth Conference and Capital Connection, an Association for Corporate Growth (ACG) 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.

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ACG[®] Utah

Opinion

Like Europe, are we importing danger in the name of 'diversity'?

Islamic terrorist attacks in Europe and European governments' counter-attacks are more than just a passing news story.

Europe is currently in the process of paying the price for years of importing millions of people from a culture hostile to the fundamental values of Western culture. And this is by no means the last of the installments of that price, to be paid in blood and lives, for smug elites' Utopian self-indulgences in moral preening and gushing with the magic word "diversity."

Generations yet unborn will still be paying the price, whether in large or small installments, depending on how long it takes for the West to jettison Utopianism and come to grips with reality.

Meanwhile, in the United States, no one seems to be drawing any lessons about the dangers of importing millions of people from fundamentally different cultures across our open border. In America, "diversity" has still not yet lost its magical ability to stop thought in its tracks and banish facts into the outer darkness.

Perhaps here, as in Europe, that verbal magic can only be washed away in the blood of innocent victims, many of them yet

unborn.

To cross our open border with Mexico, you don't have to be Mexican or even from Central America. You can be from Iran, Syria or other hotbeds of Middle Eastern terrorism.



THOMAS SOWELL

It is one of the monumental examples of political irresponsibility that the southern border has not been secured during administrations of either party, despite promises and posturing.

Many fine people have come here from Mexico. But, as with any other group, some are just the opposite. With open borders,

however, we don't even know how many people who cross that border are Mexican, much less anything more relevant, like their education, diseases, criminal records or terrorist ties.

There are some politicians — both Democrats and Republicans — who just want to get the issue behind them, and are prepared to leave the consequences for others to deal with in the future, just as they are leaving a staggering national debt for others to deal with in the future.

These consequences include irreversible changes in the American population.

Ethnic "leaders" and welfare state goodies guarantee the fragmentation of the population, with never-ending strife among the fragments. People who enter the country illegally will get not only equal benefits with the American people who created those benefits, they will get more than many American citizens, thanks to affirmative action.

We cannot simply let in everyone who wants to come to America or there will be no America to come to. Cultures matter — and not all cultures are mutually compatible, as Europeans are belatedly learning, the hard way. And "assimilation" is a dirty word to multiculturalists.

State and local officials who blithely violate their oath to uphold the law, and indulge themselves in the moral posturing of declaring their domains to be "sanctuaries" for people who entered the country illegally, are unlikely to reconsider until disastrous consequences become far too big to ignore — which is to say, until it is too late.

Meanwhile, harsh punishments are reserved for people in business who fail to carry out the law-enforcement duties that elected officials openly declare they are not going to carry out.

To many in the media, the only question seems to be whether we are going to be "mean-spirited" toward people who want to come here — especially children who were brought here, or sent here, "through no fault of their own."

It is as if those children had some pre-existing right to be in the United States, which they could lose only if they did something bad themselves. But those children had no more right to be here than children in India, Africa or other places with millions of children living in poverty.

Surely we can think ahead enough to realize that children living in this country illegally are going to grow up and have children of their own, with cultures and values of their own — and ethnic "leaders" to promote discontent and hostility if they don't get as good of results as people who have the prevailing American culture, beginning with the English language.

You can't wish that away by saying the magic word "diversity" — not after we have seen what "diversity" has led to in Europe.

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

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Obama's India trip highlights negative & positive of foreign policy

Pres. Obama's recent trip to India was strategically important, symbolically resonant and deftly executed. But it coincided with a snowstorm in some Northeastern states, so it struggled to get airtime and ink in the United States. In India, on the other hand, newspapers devoted pages to the visit every day, and television coverage was wall-to-wall. It even got the attention of the Chinese government, which denounced the new friendship.

Obama's trip highlights an opportunity and a problem.

Foreign policy consists of two elements — negative and positive. Negative foreign policy is about preventing bad things from happening — confronting dangers and dealing with bad guys. It's the stuff that makes the front page and the evening broadcast. It is important but is really only one aspect of securing America's future — protecting it from the downside.

Positive foreign policy is focused on the upside. It's about building new relationships, expanding markets and opportunities, strengthening alliances and values. Positive foreign policy secures the foundations of the liberal world order in which we live. The Truman administration contained the Soviet threat, but it also built up the community of free nations through the Bretton Woods system and other such institutions.

Obama's India trip was a perfect example of positive foreign policy. The United States has been forging new ties to India since the Clinton administration, with a policy that has been strategic and bipar-

tisan. Obama's decision to attend India's Republic Day — celebrating its constitution — marked a tipping point.

India has gone from being a country, 30 years ago, that was reflexively anti-American to one that is increasingly pro-American. Indian society has long been attracted to America, but in recent years, the Indian government has been moving away from its encrusted ideology of "non-alignment" to something far more practical. India's energetic new prime minister, Narendra Modi, has pushed his government in an unambiguously pro-American direction.

Bringing India closer to the United States could have broad benefits for Washington and the world. With over 1.2 billion people, India is likely to become the next global goliath. And while it will probably never grow as fast as China, because of its size even 7 percent growth over the next two decades would give it a loud voice in the world's councils of power.

India is the most significant example of the benefits of positive foreign policy, but there are other important ones as well. Indonesia is Asia's next-most populous democracy — with the world's largest Muslim population. Here too America is deepening a relationship with a country that was once suspicious of Washington but is now far more welcoming of it — particularly of this president.

The most remarkable opportunity presents itself in Mexico. Thirty years ago, Mexico was defined by its anti-Americanism. Politicians routinely blamed the U.S.

government and CIA for everything from riots and disorder to bad weather. And it wasn't just the regime — the public shared in the suspicion of Yankee imperialists.

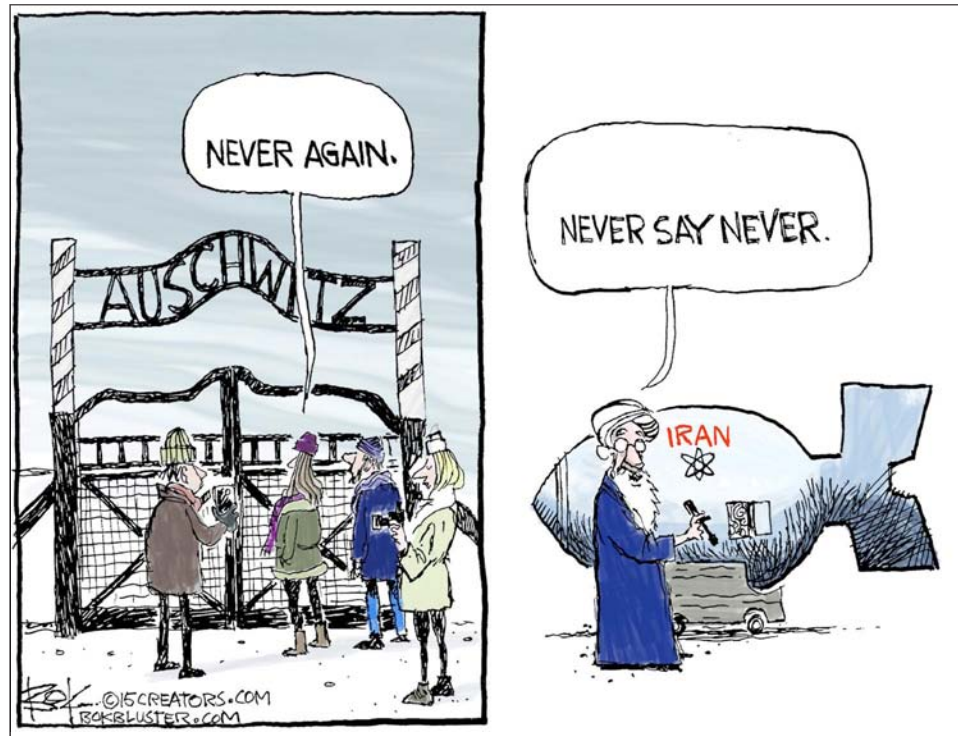
Today Mexico is a different country. Its economy is inextricably linked to its neighbor to the north, its politicians regard America as their natural partner, and the culture has become Americanized in many respects. Despite the demeaning way in which so many American politicians speak about Mexican immigration, Mexico's diplomats and politicians know that their country's interests are tightly aligned with Washington's, so they take the high road.

The upsides of success are significant. If the United States can partner with India and Indonesia (in addition to its alliance with Japan), it is far more likely that Asia — and the world — will be characterized by free trade, multilateralism and rules-based systems. Stronger relations with Indonesia could have an impact on the broader debate about reform in the Muslim world. And a deeper set of ties between the U.S., Mexico and Canada could create a North American economic and political union of sorts that would be more interconnected, vibrant and

see ZAKARIA pg. 16



FAREED ZAKARIA





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Here are some more big questions and even bigger answers for sales success

Here are a few more sales, business and life answers that can help you make more sales TODAY and help you build a personal brand and reputation FOREVER.

1. "Jeffrey, what do you do EVERY DAY to build attraction and brand?"



What do you do to create consistency in your daily business habits? And I wonder how many of your daily habits take the long-term view. Or, are you just trying to make sales to make quota? Big mistake.

I want to talk about one element of your personal

business habits: your personal outreach, your daily outreach that builds attraction, personal brand, authority, known expertise, recognition, position in your industry, Google rank, social media presence, top of mind awareness and reputation. Oh, that.

Sounds like a LOT of work. But actually it takes LESS time than your morning bathroom rou-

tine once you're set up and rolling. And these are habits that create attraction. Real attraction. Value attraction.

The cool part is it costs (almost) nothing. All you have to do is allocate the time and, most importantly, commit to DAILY OUTREACH.

Here are two of my consistent actions:

- **Blog or personal website.** A starting place, a landing place and a jumping off place for stories, ideas, opinions, photos, videos, training and anything else your customers or followers would find BOTH interesting and valuable. On a blog you can mix business and personal, as long as it's not offensive. Your posts can be subscribed to and delivered by email. **OUTREACH:** Blog with a minimum of a weekly, if not daily, posts. You have unlimited space for text, photos and videos. Your blog is an opportunity for people to realize both your intellect and your passion.

- **YouTube.** Video is the new black. This is a chance to convey messages, training, subject matter expertise, testimonials and offers of value. Your viewers can subscribe and your posts can be cross-pollinated on your blog, your Facebook page and your LinkedIn profile.

2. "Jeffrey, there's a HUGE misused and misunderstood word in small AND big business. The word is **ATTRACTION**. How do small-business owners attract leads in today's social world?"

All business social media must be combined with your traditional business and Internet outreach. To attract, the key ideas are "personalized messages" and "value-based" messages.

If you're looking for more attraction (who isn't?), here are some of the small-business, Internet AND business social media value-based messaging and marketing elements I use to transfer my messages. My messages and posts both attract and connect. Go to these links and follow me. Then study them, learn how I do what I do and emulate it.

- **LinkedIn** (Jeffrey Gitomer). The No. 1 business resource. I post my thought of the day or link of the day. **RESPONSE:** People like it and share it with their connections. That has led to more than 23,000 connections.

- **Twitter** (@gitomer). I tweet three or four times a day. I usually send out one link a day. **RESPONSE:** I am re-tweeted or favored more than 100 times a day and I gain between 50 and 100 new followers a day.

- **Facebook Business** (/jeffreygitomer). Like me, then read a bunch of my posts, then be inspired to comment or post. **RESPONSE:** All of my followers (likers) read it and when they like it or comment, all of their connections can see it, too.

- **YouTube** channel (BuyGitomer). People watch a few of my 300-plus videos. **RESPONSE:** more than 25,000

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Your business' culture, the breakfast of champions?

Management guru Peter Drucker said, "Culture eats strategy for breakfast." But many business owners do not see focusing on culture as necessary and practical. The concept of company culture may seem soft, intangible and disconnected to making money. Even if a business owner



sees the link, they are uncertain how to create and sustain the culture they want. Is there a direct cause and effect between having a strong culture and business performance?

In their 2011 book *Corporate Culture and Performance*,

Harvard Business School researchers John P. Kotter and James L. Heskett conducted a groundbreaking analysis of how the culture of a company powerfully influences economic performance — for better or for worse. The researchers identified key measures of a healthy performance culture and compared them to company performance. The findings were very profound. Compared to unhealthy culture companies those with a healthy, performance culture showed:

- Revenue growth was over four times better.
- Employment growth was over nine times better.
- Equity (stock price) was over 12 times better.
- Net Income growth was over 750 times better.

Who would turn down 700 percent net income growth over a decade? So the questions for the business leader on a practical level:

1. What is company culture?
2. How do I create and sustain the culture I want?

The textbook definition of culture is "Characteristic patterns of thinking and behaving shaped by the shared beliefs, values and underlying assumptions of an organization's members." The key part of this definition is the organization's members — its people. Computers, inventory, websites, assets, liabilities and equity do not create the culture, your employees do.

Human Resources systems and procedures are the blueprints for building a sustainable healthy performance culture. Business leaders can clearly determine what this infrastructure is and must be the guardians of its health. Let's look at the building blocks of a culture:

1. Do you have a written definition of the culture you want? This takes the form of a mission, vision and/or purpose statement coupled with a statement of values. These written documents ensure consistent, repeatable communication of the company culture.

2. Does your recruiting reflect your culture in tone, ad placement, images and requirements? A well-crafted recruiting strategy will only attract those applicants that are consistent with your culture for your further consideration.

3. Does your selection process eliminate candidates that do not fit? Use focused interview questions designed to identify values that drive successful behavior.

Background and reference checks can also identify the traits you want, and more importantly, that you do not want. Even the pace and timing of the selection process can send signals. Your selection process needs to yield only fitting candidates.

4. Do you have an on-boarding process that gives employees a consistent communication of your culture? Look at your offer letters, orientation, mentoring programs, job descriptions and performance plans and make sure they are grounded in your culture. First impressions are, after all, lasting impressions.

5. Does your work environment project your culture? Open office floor plans versus

private offices, décor, dress codes, signage and stationary are physical statements. Attributes such as cleanliness, organization and formality can be modeled. The work environment is also represented by jargon, humor and meeting styles.

6. Have you implemented intentional formal and informal feedback processes reinforcing your culture? Training programs are a great place to re-state and affirm cultural values. Performance feedback should consistently point to these values. The nuances of how employees perform their work can be as important as the quantity or quality of the output. Each opportunity to provide feedback is a chance for cultural

reinforcement.

7. Do your reward and recognition programs tie to your culture? Be sure these powerful tools are not "flavor of the month" type, reactionary events. Design reward programs with the culture in mind equally with business objectives.

8. Do you defend your culture with a disciplinary process rooted in your culture? Reprimand and, when appropriate, terminate employees who exhibit behaviors that are inconsistent with the culture. If you do not constantly defend your culture by ejecting misfits, you will lose to competing and

see LOOKADOO pg. 17



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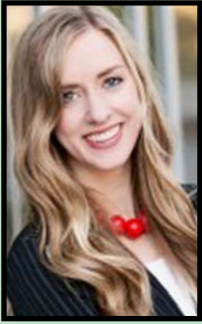


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Bliss Stinson



Bliss is the communications director at City Launch in Holladay and specializes in writing, editing and business organization. When not working, she enjoys her family, exercising and making plant-based meals.

Gina Duffy



Gina is the founder and a principal of SheShreds.co, an online retailer of action gear and apparel for female athletes. She has 15 years' experience in luxury hospitality and lifestyle marketing.

Lisa Sato



Professionally raised in a specialty retail environment and discovering a passion for marketing, Lisa is the owner of Loud Mouth Marketing, a marketing and consulting business in Salt Lake City.

Muyly Miller



Muyly owns a wedding planning business and has been a planner for four years. She has also created a baby fashion line named Tiny Limes Co. She was formerly assistant to the publisher of Utah Business magazine.

Raquelle Dickerson



Raquelle is the social media director for Oozle Media, a leading Internet marketing firm in Sandy. She goes by the title of "director of awesome" and actively works with more than 50 clients on their digital marketing strategies.

Shelli Menegos



As the executive director of the Building Owners and Managers Association of Utah, Shelli is involved in strategic planning, external alliance management, program direction and the fiscal management of her organization.

THE Enterprise

**WOMEN
IN BUSINESS
FORUM**

Digital media: Blending old-school PR with the digital world

Each month, *The Enterprise*, in conjunction with the Salt Lake City chapter of the National Association of Women Business Owners, conducts a forum session with local women who own and operate their own firms on topics of interest to business owners.

Bliss Stinson, Interviewer: How does traditional marketing, social media and good old PR fit together for your business?

Gina: I think they're very much separate types of outreach, but they have to be used together. Every little bit of public relations in the form of traditional media outreach and social media counts, especially for my company, where I'm the head and the face behind the company. I need to do all of it because my face and ideas are my brand. We have used a combination of many things, including public relations and social media to get SheShreds.co to market and reinforce our brand, our strategy and our voice.

Wendy: The only distinction between marketing and public relations that I could really base from our Pearls on Purpose experience is that if you don't

have a marketing or communications plan, there's no reason to be doing any public relations. You've got to build them together. You've got to be able to have the actions that you're taking in the one area be cohesive with the other. And you really need to know your target audience, their demographics and particularly what sort of messaging, whether public relations or other, is going to resonate with the audience.

Raquelle: Overall, the most effective long term results are going to come from a cohesive, well thought out strategy. Content pushed out through the media and then also social media can create the desired results if you have the budget for it. They're separate initiatives, all in all, but must be cohesive to ensure the goals of the brand and company are being reached and everything is consistent and in alignment.

Muyly: At first, I used to blast the same message onto each platform I use: Twitter, Facebook and LinkedIn. I figured out quickly that this strategy doesn't work. The audiences on each platform are very different. Even your target audience is different for each platform. This alone took me a while to figure out. For my type of business, public relations is reinforcement for me and the marketing happens when a national blog highlights what I've done.

Bliss: What successful tactics or strategies do you implement for blending traditional public relations and social media?

Gina: SheShreds.co has an editorial calendar. We learned quickly that we needed to have a structure to what we

were saying and our voice and what our mission and message is going to be. Our results haven't come from sharing stories and pictures randomly; we have had to be deliberate. An editorial calendar has made a huge difference in what we're putting on Facebook, Twitter and Instagram. We follow it but also leave a little bit of room to just be spontaneous. If there's an amazing story that we learn about and want to, we can share without disrupting our normal messages and continue to stay true to our message and brand.

Shelli: I actually am one of those who just fly by the seat of my pants. Whatever is currently trending or happening within BOMA is what goes out. Whether it's sign-up for our next luncheon, announcing awards, anything from our international organization, legislation that we're trying to pass, that kind of stuff I'll retweet or repost, but I have no schedule.

Muyly: My editorial calendar is more seasonal so we highlight things that are seasonal for my brand: winter weddings, spring weddings, etc. I also have to be more flexible because there's always a trend when a celebrity gets married — i.e. what did their dress look like, flower choices, etc. My audience has already seen it and I have to then tie it back in on how I do it, how I can help them get what they want.

see **FORUM** next page



FORUM

from previous page

Bliss: What trends have you noticed within public relations or digital media separately or blending the two over the past year?

Gina: I think it's amazing what social media has done for everybody in any type of business. When a great article comes out with you as a source, you don't have to wait for the actual magazine or the newspaper to come out and you can share it with everybody. The reach you have now is incredible, instant and it lives on forever.

Shelli: The way everything is instant concerns me. If there is something happening with one of our buildings, it's out there immediately. Our property owners and managers don't necessarily have the time to react or take care of a situation on the spot. I see while social media is a powerful tool, it can also be a detriment to some of the industries out there.

Wendy: A trend I have been following is the resurgence of direct mail and other more traditional forms of marketing and public relations. People are deleting more and more marketing emails, and limit their time on social media — Facebook specifically. They're trying to be more disciplined with what they are reading. Direct mail has found a unique niche with homemakers. The trend a few years ago was that direct mail and printed marketing pieces were dying. It is definitely making a strong comeback.

Muyly: For that exact reason, I have also moved to doing direct mail marketing to reach my demographic. I am one of those who delete emails filled with advertising that is irrelevant to me. I find that as a wedding planner and blogger, traditional direct mail can have links to my social media and blog and the people who need what I have to offer, and their friends, can really see what I have to offer without feeling spammed. I get both traditional and digital perks by using direct mail.

Raquelle: A company's online reputation has never mattered as much as it does today. Businesses are finally starting to catch on; they need to make sure their brand is getting great reviews. What are people saying about your brand? Businesses neglect to look at Google reviews as social media, but this is where people can have a voice about a brand. Whether it is Yelp, Google or a slew of other review sites out there, these sites are counted as social media and it is time to be on top of it. When something goes wrong, a bad review or some bad publicity, a business

has a chance to respond and make it right. Positive growth can happen in a company because of a bad review.

Bliss: Has integrated marketing combining public relations and digital media changed the environment of business? And if so, how do you feel like that has happened?

Wendy: It's big in every industry. You're an idiot if you're not keeping up with digital marketing. Where do millennials go to find things? Google. And if you're not the first thing that comes up, you're going to lose the millennials who are the up and coming generation.

Lisa: If you don't have a website, you don't exist. You're not valid. You're not credible. If I can't pull you up and find your website, find your phone number, then you don't exist. So it has changed our platform and how we do everything from marketing our businesses to searching for what we want and need to purchase and shop. They're all intertwined. What's also interesting to know is that stay-at-home moms may be trying to cleanse their lives of all the emails they're getting, but they are still on average spending approximately five hours per day online. And the largest group that's growing on social media like Facebook is 50-plus. You can't get to people without some of this technology. Doing some is better than doing none.

Shelli: Well, you have to also realize the impact. It's not just us in Utah, it's not just us in the U.S., and it's the world, the entire globe, which is impacted. Probably half of our blog readership is outside of the US. If you're not into social marketing then you lose the world. You're losing out on more than half the population.

Gina: What we've done too, is create an ambassador program that is specialized to our audience and their needs. Our demographic is 18-to-24-year-old female, so we use social media. We've found that we put ourselves out there on traditional media and social media and these girls find us and gravitate towards us. They are excited about what we were doing. We put these girls to work for us through this ambassador program. It doesn't cost us much and they are willing to share our content in exchange for what we give them. Every ambassador receives their own ambassador kit which includes promo stuff to hand out and some swag to keep. They also get their own page on the website with their bios and photos. We ask them to post at least twice a week and that includes posting pics of them and tagging us or sharing our content. So we're having our demographic talk about our brand for us. And that's the

most authentic way we can put our brand and our name out there.

Conclusions

Wendy: Social media is the elephant in the room and you can't let it overwhelm you. Take a little step, figure it out and don't run. Little by little. Everything you say on social media has got to come from a place of authenticity and it has to resonate with an individual. Don't just seek after the dollars.

Shelli: It's pretty overwhelming. I had no idea what was out there and what I was not doing. I understand that I need to find some people that are going to help me and support me in this.

Lisa: Don't feel overwhelmed. It's always a learning process because things are constantly changing. It's a whole job in itself so don't be afraid to grab an intern or professional to help.

Raquelle: My biggest piece of advice is don't be afraid of social media, embrace it. Social media is meant to be fun and help you get in front of your target audience. Use social media to solve problems: What is it that the customer needs to know about your business? When you're writing content, solving problems is key.

Muyly: What I've learned in the public relations world is that I love the traditional/digital PR blended world. From a business standpoint, I always try to wrap it together and balance my tactics and strategy.

Gina: I think all of these aspects, public relations and traditional media, marketing and social media, every aspect is important, but more important than the way you are spreading your message, is how you implement your plan. Be thoughtful about it. If social media is your only platform for advertisement, it's important to really sit down and figure out your voice and your message and your mission and be consistent so that people can trust your brand. Earning people's trust is what's most important.



GITOMER

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subscribers.

You cannot control how people search. You must be findable by company, person, product, topic and keywords that will get your name to pop up.

It's not one thing that creates attraction. It's a strategic combination of a social, online and face-to-face outreach MIX that attracts interested buyers. It's a confluence of value-based things that are available to customers and prospects.

Look at the diversity of my offerings, and the multiple opportunities that prospects have to find you, be attracted to you, connect with you and buy from you.

3. "Jeffrey, how do I attract leads at a face-to-face networking event?"

NOTE WELL: Most people take networking for granted and think of it more as a place to meet friends and clients rather than capture an opportunity. They also fail to realize that people, whether you know them or not, are cultivating an impression of you — not just about what you look like, but also based on how you act and how you dress.

Your physical presence, your physiology and your communication prowess can determine whether the outcome is business or no business.

Here are 3 networking attraction tips for your learning and connecting pleasure:

1. I shake and look. When I shake someone's hand, it's a firm grasp and a direct look in the eye.

2. I smile. Even in New York City. I find that by giving a smile, I get a smile.

3. I ask before I tell. Whether I ask for their name or a simple "how are you?" I want to hear the other person before they hear me.

Face-to-face networking is still a GREAT way to attract and connect in the world of social and online sales.

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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LOOKADOO

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subversive cultures.

The most important consideration regarding your company culture is that you *do have one*. Unfortunately it may not be what you think it is. Frequently participants in the reality TV show "Undercover Boss" learned that the culture they thought that they had was not the one that really exists. Get out and listen. Hear what *isn't* being said as well as what is. It is within your control to define and champion the healthy performance culture you need. What is your culture: Wheaties or Froot Loops?

Russell Lookadoo is the president and chief strategist for HRchitecture, where he works with business leaders to accomplish their goals by effectively using their teams.

FURNITURE*from page 1*

prevents the necessity of having to buy the piece again in two years. As for enhancing her business, Campos is looking to expand the shop that she currently runs with her son and husband to include an online business and maybe even a bigger store.

Mod a-go-go, located at 242 E. S. Temple, Salt Lake City, has also seen a hike in sales, reported owner Eric Morley. He attributes the upswing in business of his 2-year-old store to "greater interest in home decor and in designing." Morley said there had been a "general shift in culture in Salt Lake City." Morley, who runs the store with co-owner Marcus Gibby without any additional employees, partners with several local companies, including local furniture makers that refurbish vintage furniture.

The secondhand market is growing in popularity, stated Morley, and there is a shift in style to modern furniture dating from the '50s and '60s. The twist on his business model is that his store also functions as a consignment shop for local and upcoming artists with art pieces that complement his furniture.

Now and Again is a retro and mid-century-modern home furnishing and consignment shop located at 207 E. Broadway, Salt Lake City. Owner Michael Sanders said that his store's profits have increased considering that business has stayed consistent — even with 12 new competitors in the last year.

Sanders' steadiness in business may have something to do with his role in the community. Each summer, from May to October, he launches the Urban Flea Market and brings 100 local vendors together to sell second-hand furniture to nearly 5,000 shoppers. The event is sponsored by the city of Salt Lake and the Downtown Alliance.

Sanders has co-op owners as

opposed to employees. He has found this to be a more effective business model ever since he made the change 1 1/2 years ago. As for expansion, he's adding another 1,000 square feet to his store.

For Emily Larsen, the owner of Home Again at 2100 S. 1019 E., Salt Lake City, sales have also gone up. She isn't sure why, but her 17-year-old shop is seeing "a huge increase." This past year she increased the number of employees from 12 to 15 at her two locations. Home Again has a second location in Midvale at 7490 Holden St.

"The clientele is a lot higher-end than people assume," said Larsen. This is a belief, she said, that has been long-held and she would like to dispel. She said that secondhand furniture, in fact, is for people who want good value at a good price.

Rob Slater, one of the owners of Linda's Furniture, located at 3330 S. Highland Drive, Salt Lake City, reported that business has gone up because consumers have a disposable income with gas prices having gone down. He also cited the high employment rate.

The family-owned store that specializes in gently used and new furniture has been around since 1979. Slater said that the family takes pride in having its new furniture in the same building as the used furniture — although in a separate area. This is an advantage, he said, because clients can trade their gently used furniture for new furniture.

Old Flamingo, located at 3474 S. 2300 E. in Salt Lake City and owned by Missy Coombs, has also seen consistent sales in the past year. In fact, Coombs said that business has been consistent for the past 3 1/2 years. This is because "we are unique," she said. Part of this distinctiveness is attributed to the fact that Coombs has 15 tenants that sell their own work in her store. "Each tenant does their own thing and has their own creations," she said. The tenants all take their turn working in

the store, as well, so she doesn't have a need for employees.

Coombs also attributes her steady sales to the repurposing tradition that she believes has been around in Utah for a while. As an example, she cited KSL.com as having a huge success in Utah right next to Craigslist.

Focusing on local demand more than anything is what she does, said Coombs. She works mostly to bring in merchandise that meets the needs of clientele that are within five miles of her store. The homes in these neighborhoods are mostly mid-century style, so, naturally, the merchandise follows suit, she added.

Elemente, located at 353 Pierpont Ave., Salt Lake City, also held its own in 2014. Owner Kate Bullen isn't sure why business has stayed consistent but remarked that her 26-year-old store is one of the older stores in the valley, is matriarchal and has a "certain sophistication."

Bullen believes her clients look for a certain ambiance, selection, design and service that her experience offers. There are a total of two employees at her store and she said about being in the business, "You have to love furniture, design, quality and how it can all mix together."

When asked about the mid-century furniture trend, she said mid-century furniture will always be in style because it is "that good of a design." She has mostly pieces from the 40s to 70s, but sometimes others slip in, she said.

The demand for secondhand furniture in Salt Lake City seems to be satisfying the numerous businesses along the Wasatch Front. This may be because of the realization of the difference in quality. As Haller Champo, the owner of Chic and Unique, said, "Eighty to 90 percent of antique furniture quality is way better than new furniture." According Champo, you can recycle old furniture and redo an antique piece with a modern paint job. "It's cheaper, too," he added.

ZAKARIA*from page 12*

powerful than any regional bloc in the world.

But all of this takes time and effort. Pushing these countries to reform is hard work. Showing up remains vital, especially in Asia. (Obama has had to cancel two trips to Indonesia.) The constant drumbeat to deal with the crisis du jour — somehow Washington must now rescue and stabilize Yemen — fails to recognize "opportunity costs." Every day spent on one more band of thugs in the Middle

East is a day that cannot be spent on India or Mexico.

The world presents the United States with remarkable opportunities. Asia, Latin America and Africa are all moving in the right direction. But these trends are not automatic or self-sustaining. They require Washington to be engaged and assertive — and also need a political and media climate in which the urgent does not always trump the important.

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CHAMBER*from page 1*

economy," said Lane Beattie, president and CEO of the Salt Lake Chamber. "This same opportunity to exhibit lasting economic leadership exists for today's leaders. And business leaders believe nowhere is this investment more important than in education and transportation."

The 2015 Public Policy Guide represents the business community's priorities for the general legislative session and beyond, said a release from the chamber. The guide outlines the chamber's position on policy issues including the "Economic Imperative for Action," business climate, taxes and regulation, economic development, jobs and growth, infrastructure and transportation and natural resources and environment.

Rich Walje, president and CEO of Gateway Projects at PacifiCorp and policy chair of the chamber, said, "There are many issues facing our state. However, today we, as a business community, are here to focus our support behind what we believe are the two most critical issues facing Utah's future growth — education and transportation."

"Business leaders have never been more united and focused on improving education in Utah," said Alan Hall, managing director of Mercato Partners and chair of Prosperity 2020, the chamber's education initiative. "We know that education is the surest path to economic success and Utah must do a better job."

Referring to Utah's declining educational attainment, Hall said, "We see advanced warning signs that if not changed will have a lasting negative impact on our economy. Utah students are losing ground nationally and rank poorly among states. In the last two decades, Utah has lost the advantage it once held for being among the most highly educated states in the nation as we have seen our college completion rates dropping. We have to do better."

In addition to the investments

and reforms outlined for education, the chamber's release urged action on transportation funding this session. This comes on the heels of a major effort between a group of business and civic leaders working together to increase public awareness about the need to address transportation funding through the Utah Transportation Coalition.

"Utah's Unified Transportation Plan — a consensus-based plan by our state's transportation experts, shows that our commitment is faltering and will have a \$11.3 billion gap by 2040," said Dave Golden, chairman of the Utah Transportation Coalition. "Fueling this deficit is a motor-fuel tax that has not been addressed since 1997. This session the legislature must take action."

"While this is largely in the future, we are facing critical needs today because of the lack of funding. We have crumbling infrastructure in our cities and counties," Golden said. "This is not just an urban issue, as most of Utah's rural community's roads are not being actively maintained, and we have over 500 bridges that must also be replaced in the coming decade."

Additionally, the chamber's plan called for transportation investments to address Utah's air quality challenges. "Mobile emissions contribute almost half of the emissions during an inversion. We must improve transportation options through investing in transit and active transportation to clean our air," Golden said. "Our partners in cities and counties also want to be a part of the solution and need tools for addressing their local transportation needs."

The Salt Lake Chamber and Utah Transportation Coalition did not take any formal position on transportation funding, only emphasizing that a compressive approach that addresses the vital needs for state and local roads, as well as transit and active transportation, is needed. However, the business leaders did express support for increasing and reforming transportation user fees as innovative ways to regain and preserve purchasing power.

CALENDAR*from page 11***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 11-14

Utah's 2015 Regional FIRST Robotics Competition, a For Inspiration and Recognition of Science and Technology pro-

gram. Location is Maverik Center, 3200 S. Decker Lake Drive, Salt Lake City. Details are at <http://www.utfric.utah.edu/>.

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

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



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The Hell Canyon Ranch – 7,616 deeded acres of beautiful valley-to-mountain land – is accessed by a year 'round paved road. It is located just 38 miles from the Ogden Regional Airport and only 64 miles from Salt Lake City.

This beautiful place has been in the same family for four generations – a rare find. For the last 30 years the Ranch has been professionally-managed for maximum genetics in its elk and mule deer herds. The Hell Canyon Ranch shares a common 4.25-mile border with the nationally-renowned Deseret Land and Livestock Ranch.

Hell Canyon Ranch is currently part of a Cooperative Wildlife Management Unit and is allocated 13 bull elk and 12 buck mule deer tags.

The Ranch is comfortably situated on Lost Creek which flows through its beautiful riparian land for about 1.75 miles. This sparkling stream is an enjoyable trout-fishing tail-water below the Lost Creek Reservoir.

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Smiths Fork Ranch

Near Cokeville, Wyoming



The Smiths Fork River Ranch encompasses 400 acres of deeded land situated 18 miles north of Cokeville, Wyoming – 106 miles south of Jackson's Hole – two hours from Salt Lake City.

A 12,000 square-foot lodge finished in 2010 provides one of the finest family-oriented retreats to surface in recent years. It contains 11 gracious bedrooms plus high tech back-up power and security systems.

The views from the lodge are beautiful. The compound is complimented by a spacious outdoor "green" plus a nicely-executed 3,200 square foot barn. This beautiful place enjoys about two miles on the River – an enjoyable trout fishery which holds good numbers of German browns and Bonneville cutthroats.

This Fine Retreat was Offered at \$3,550,000 Cash.

Lake Creek Retreat

East of Heber City, Utah



The Lake Creek Retreat encompasses 76 acres of attractive mountain land located approximately nine miles east of Heber City on a paved and county-maintained road.

Less than an hour from most of the Wasatch Front, this holding is a perfect mountain getaway – only 37 miles from Provo and 44 miles from Salt Lake City. Park City's recreational entertainment cornucopia is a quick 30-minute drive.

The Retreat, situated above the pastoral Heber Valley, is a true recreation destination. Secluded groves of quaking aspen, Gambel oak, spruce, red canyon maple, and juniper provide privacy and seclusion. The Lake Creek Retreat is large enough for hiking, biking, horseback and ATV riding without ever leaving its boundaries. Wildlife is abundant in the thickets and coves.

This Beautiful Holding was Offered at \$525,000 Cash.

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OUT the BACK GATE for 2015

Big Piney Mountain Ranch

Near Park City – Summit County – Utah



Rarely does the chance come along to own 7,460 acres of beautiful high country in Northern Utah. Very large holdings are scarce as only 17% of Utah's land is deeded.

The Big Piney Mountain Ranch is an historic and authentic ranch located just 15 miles from Park City's

world-renown aura – 34 miles from Salt Lake City – 47 miles to the International Airport – and only 30 minutes from a fine FBO at Heber City.

The Ranch's close proximity to Park City affords unlimited fine dining, sophisticated shopping, cultural amenities, great art galleries, at least 72 holes of championship golf, and every outdoor activity imaginable capped off by the Sundance Film Festival. A brand new hospital is just 12 miles from the Ranch's west gate.

The Ranch is a 12 square-mile private reserve encompassing marvelous mountain terrain and open grassy parks harboring strong numbers of mule deer, elk and moose. Wildlife of many species flourish in this abundant habitat. Good interior roads provide ready access to all parts of this kingdom. Elevations range from 6,140' up to 8,818' above sea level. Besides the Ranch's recreational attributes, it offers the historicity of cattle ranching in a simple summer grazing operation. It will carry about 250 head of yearlings for five months – readily leasable to capable neighbors. The next owner doesn't need to get in the "cow bidness" other than saddling up to help move cattle between pastures on nice days of Summer and enjoy sparkling Fall roundup rides – but only if desired!

The Big Piney Mountain Ranch is by every measure a true legacy investment for generations – pulling family and friends inside its private gates and affording memorable experiences far from the madding crowds.

The Ranch could provide a great escape for gentlemen who have thoughtfully ensconced their ladies in multi-million dollar yet pinchy-feeling condominiums or cabins at Park City or Deer Valley. Here's a big place to let 'er rip – hunting, horses, four-wheeling, snow-mobiling, friendly poker, and so forth – all based on a wise and enjoyable land investment in the Nation's soundest state. Maybe it's time to go hard with some of the portfolio!

This all-deeded, and contiguous block of high country is zoned for about 80 homesites – a plum for the conservationist – the tax advantages haven't been skinned off of this remarkable trophy!

The Ranch was Previously Available at \$20,142,000 – Now Offered at \$16,000,000 by a Motivated Seller.

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Moose Springs Ranch

East of Heber City, Utah



Here is an extraordinary opportunity to own almost one square-mile of some of the most beautiful and enjoyable mountain land now available in the Rocky Mountain West. The Moose Springs Ranch straddles Lake Creek Road about 13 miles east of Heber City – good paved access.

The Ranch encompasses about 584 acres of wonderful terrain graced by stunning stands of quaking aspen and conifer trees plus many springs and small creeks. Grassy parks attract good numbers of Rocky Mountain elk. Beautiful willow draws provide abundant forage for surprising numbers of moose. Mule deer are plentiful.

The Ranch has had only two ownerships in the past 60 years. It is currently zoned for 20-acre parcels which positions it nicely for a conservation easement.

This magnificent holding is situated only 25 miles from Park City – 45 miles from Salt Lake City – 45 miles from Provo. Its location is further enhanced by the Heber Valley Airport – just 25 minutes from the Ranch! Here is room to roam in one of Northern Utah's most desirable mountain locales.

The Offering Price has been Reduced from \$3,870,000 to \$3,300,000 by a Reasonable Seller and Now Includes Four Shares of Valuable Lake Creek Irrigation Water Stock.

38 Special Ranch

Upper Chalk Creek – Summit County – Utah



One of the easiest to own and enjoy places on the market today – 757 acres encompassing a sparkling 1.50 mile stretch of fine private trout water plus a 600-acre mountain affording good and safe mule deer hunting. Located 35 miles from Park City and just an hour from Salt Lake City. Improvements include a delightful 600 square-foot cabin of recent vintage plus two large, well-built impressive garages – storage buildings to stable a full range of outdoor vehicles. Boating and water-skiing on Echo Reservoir is only 15 minutes from this enjoyable place.

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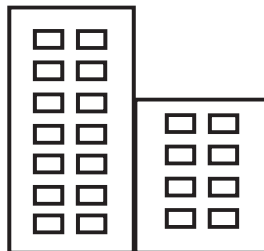
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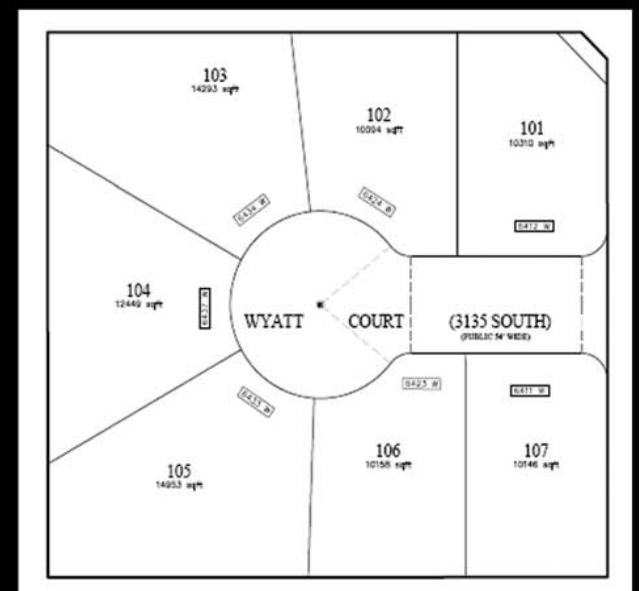
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