

## Focus

### TRUCKING & LOGISTICS

#### SECTION F

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## Sole hotel bidder booted; 'Asking too much'

**Brice Wallace**  
*The Enterprise*

Plans for a convention headquarters hotel in downtown Salt Lake City have hit a snag.

Salt Lake County Mayor Ben McAdams said last week that he is rejecting a proposed contract with Omni Hotels & Resorts to develop the hotel near the Salt Palace Convention Center after the Dallas-based company's demands for increased public funding.

Omni had been the sole company to

submit a proposal to develop, own and operate the hotel. McAdams said the county will issue another request for proposals (RFP) and "stands ready to work with new development partners."

The move away from Omni followed nine months of negotiations.

"I'm disappointed that we could not get to 'yes' with Omni, but it reached a point where they were asking for too much in public financing which would benefit their bottom line, at taxpayer expense," McAdams said in announcing the action.

Legislation was passed in 2014 that contained post-performance tax incentives

totaling \$75 million to be refunded to the hotel owner after project completion for the building and maintenance of public spaces, including convention meeting rooms, public parking and other public amenities.

Omni's original proposal indicated the incentive package would be used to develop the hotel and additional public meeting space, McAdams said. Since November,

see **HOTEL** pg. 4



*Vinyl fence contractors in Utah credit an improving economy and the availability of better, more attractive products for increased sales in the past year.*

## Vinyl fence sales stay strong

**Sheena Steedman**  
*The Enterprise*

According to local vinyl fence retailers, the vinyl fencing business in Utah continues to prosper in correlation with the economy and the improvement and availability of the fencing material.

"Our revenue has increased in 2015 from 2014. I would attribute this to a little better economy, which seems to have provided our customers with more disposable income for home improvements this year," said Tyler Whetstone, vice president of United Fence Co.

Located at 2525 S. 2700 W., Salt Lake City, the company has also increased its sales volume because of a "stronger sales force within the company," according to

Whetstone.

Family-owned, the company was founded in 1956 by Dale Larsen and Don Fitch. Currently there are 15 employees, which has increased by one from the past year.

According to Whetstone, vinyl fencing is in high demand in Utah. He said, "Utah has one of the highest rates of demand for vinyl fence in North America per capita." Whetstone believes this is because of how "aesthetically pleasing" it is. However, he questions the durability and strength of vinyl fences when it comes to the "cold Northern Utah winters."

Owner Chris Wood from Crown Vinyl, located at 986 Margaret Ave., Salt Lake

see **VINYL** pg. 4

## Prison relo panel verdict: Salt Lake City

**Brice Wallace**  
*The Enterprise*

A state commission has recommended property west of Salt Lake City International Airport for a new prison, but city leaders have vowed to fight the decision.

The Prison Relocation Commission last week picked the site, near Interstate 80 and 7200 West, from among four options as the state seeks to close the existing Draper prison site, which would then be redeveloped.

The matter now moves to a special legislative session to consider the recommendation. If the site is approved, the Utah Department of Facilities and Construction Management would negotiate for and acquire the site, oversee the prison design and build the facility.

The commission voted for the Salt Lake City location after hearing from an economic development official who warned that development at the three other sites could be stifled by having a new prison in those communities. The motion by the commission's co-chairman, Sen. Jerry W. Stevenson, R-Layton, was approved unanimously.

The other sites considered are Grantsville in Tooele County and Eagle Mountain and Fairfield, both in Utah County.

Before the vote, the commission's other co-chairman, House Majority Assistant Whip Brad R. Wilson, R-Kaysville, called

see **PRISON** pg. 18





# Local officials await Outdoor Retailers' decision to stay in SLC

**John Rogers**  
The Enterprise

An estimated 27,000 manufacturers, retailers and suppliers have left Salt Lake City for another five months and in their wake have left more than \$25 million. The biannual Outdoor Retailer Summer Market ended its four-day run at the Calvin L. Rampton Salt Palace Convention Center on Aug. 7 with each delegate spending an average of nearly \$1,000 while in town. The winter version of the show

returns in January. "Salt Lake and the Salt Palace Convention Center are excited to have the Outdoor Retailer Summer Market back," said Salt Lake County Mayor Ben McAdams. "Its presence highlights the important economic impact of the recreation industry to Utah. What started 18 years ago with 5,000 attendees and 100,000 square feet of exhibits has become our largest annual trade show, with over 27,000 attendees. The outdoor industry has become an important job growth sector as well,

as businesses locate here and provide jobs."

But there was an unanswered question hanging over the festivities. Organizers of the lucrative biannual event that has been in Salt Lake City for nearly two decades said during the show that they are getting close to making a decision about whether the show will stay beyond 2016.

Outdoor Retailer show spokeswoman Kate Lowery said the organization expects to announce plans within the next month about the future of a show that has grown so much that it struggles to find enough hotel rooms and convention center space in Salt Lake City.

The next two shows, in the winter and summer of next year, will be in Utah, but the show has made no commitment beyond those dates.

Lowery said they are currently "dotting Is and crossing Ts," so they can make an announcement soon. Scott Beck, president of Visit Salt Lake, characterized negotiations the same way.

Beck said they are working to accommodate different dates

the organization wants for future shows. Making that happen means shifting and juggling other future conventions, he said.

The next winter show in January, for instance, was moved up two weeks to better suit the outdoor industry's cycles of production and distribution but also to move it to a different time than the Sundance Film Festival. That frees up more hotel rooms and rental cars, Beck said.

Outdoor Retailer officials have previously said they would love to stay in Utah, but they have expressed concerns about a shortage of hotel rooms and convention center space. Compared to the recent 27,000 delegates, when the show first came to Salt Lake City in 1996, there were only 5,000 people.

One possible remedy, Salt Lake County's efforts to build a \$300 million hotel near the convention center, fell apart last week when McAdams rejected Omni Hotels & Resorts proposal over the company's demands for more public funding. (See the story about the hotel deal on Page 1.)

Brad Petersen, director of the Utah Governor's Office of Outdoor Recreation, said he's confident in Salt Lake City's prospects as the future home for the show. He said the city and state have a good relationship with the outdoor industry and typically businesses don't relocate if things are going well.

He noted that negotiations have been ongoing since the show's last contract renewal in 2013 and are dependent on any public announcement about progress on a convention hotel.

Petersen said available hotel space is just one factor that the show's organizers have considered. Salt Lake City's public transportation, proximity to ski resorts, climbing areas and lakes also play a huge role, he said.

Total visitor spending figures are based on surveys of convention delegates conducted by the University of Utah's Bureau of Economic and Business Research (BEER). Surveys conducted by BEER over the last five years indicate the average delegate spends \$930 while attending a convention in Salt Lake.



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## SunEdison, Dominion join to run Four Brothers

SunEdison Inc. and energy producer and transporter Dominion have formed a joint venture on the 320 megawatt Four Brothers solar project in Southern Utah. The project has three sites in Beaver County and one in Iron County. Under the terms, Dominion will invest around \$500 million, and SunEdison, \$150 million.

The \$500 million invested by Dominion will see the company acquiring 50 percent cash equity and 99 percent tax equity in the

Four Brothers project. SunEdison, meanwhile, has secured the remaining \$150 million needed via a four-year term loan from Deutsche Bank.

According to SunEdison, the solar project generates around \$40 million of unlevered cash available for distribution for both parties.

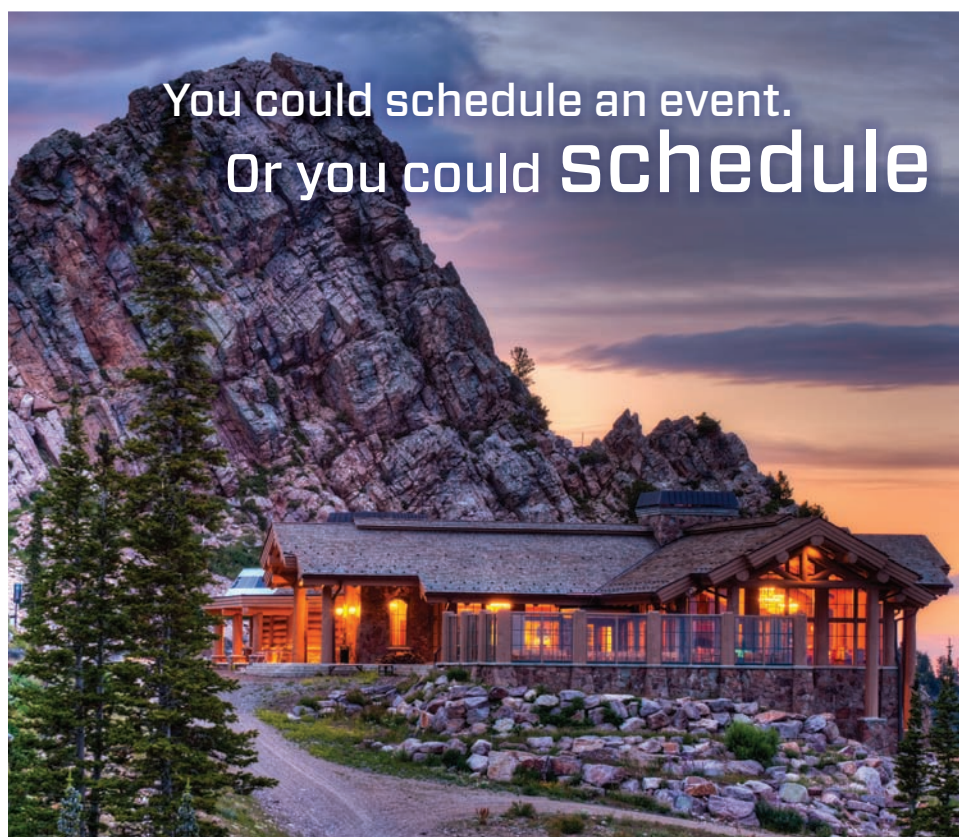
The project was originally developed by First Wind, with the company announcing last June the signing of a 20-year power pur-

chase agreement with PacifiCorp, a subsidiary of Warren Buffett's Berkshire Hathaway Energy group. In November of last year, SunEdison and TerraForm Power took the project over, with their \$2.4 billion acquisition of First Wind.

Construction is underway on the plant, with commercial operation slated for mid-next year. It is expected to create 500 jobs and produce \$66 million in direct property and income taxes over 20 years. It will produce enough electricity to power more than 90,000 homes.

"We are very pleased to establish a great strategic partnership with Dominion, one of the nation's largest and most innovative producers of energy, in jointly owning the Four Brother project," said Paul Gaynor, executive vice president of SunEdison EMEA & Americas. "From a financial perspective, the Dominion partnership demonstrates the quality of our project and provides SunEdison and TerraForm Power with a complete solution for the construction and permanent financing of this solar facility. This partnership represents a major investment in the Utah economy, and creates both local jobs and steady income for the state from property and other taxes."

SunEdison recently acquired Vivint Solar of Lehi for \$2.2 billion.



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# Defense firm will bring 70 high-paying jobs to Layton

**Brice Wallace**  
The Enterprise

A defense contractor will add 70 high-paying jobs as it consolidates and expands its aerospace composite and metal manufacturing operations over the next few years in Layton.

The consolidation and expansion will be at a 125,000-square-foot facility at the East Gate Business Park adjacent to Hill Air Force Base.

Kihomac announced the project last week after being approved for a state tax incentive by the Governor's Office of Economic Development (GOED) board.

Jerry Oldroyd, chairman of the board's incentives committee, said the new jobs — primarily composites engineers, program

managers, skilled technicians, quality control inspectors and machinists — will pay an average of 70 percent above the Davis County average. He described Kihomac as "an absolutely wonderful company" at the heart of Utah's aerospace industry cluster.

Oldroyd said the company had considered Georgia, Oklahoma, Florida and other states for the project. Kihomac's website indicates the company has 10 facilities and offices, with the main office being in Springfield, Virginia. A subsidiary, TCB Composite LLC, has a 14,000-square-foot facility in West Haven that designs, prototypes and produces composite aerospace products.

Kihomac provides engineering, reverse engineering, prototyping, manufacturing and composite manufacturing to multiple aerospace companies and govern-

ment entities. It currently contracts with Air Force, Navy and Marine Corps customers at Hill Air Force Base and across the country.

The company has more than 250 employees. The expansion will combine and streamline all operations and services into one Utah location, allowing the company to produce everything from A-10 flight control surfaces and F-16 vertical stabilizers to Navy hovercraft rudder assemblies.

"We are very excited with the plan to expand our Utah operations," Ki Ho Kang, president and chief executive officer of Kihomac, said in a prepared statement. "The state of Utah and city of Layton have been great partners. With a business-friendly environment and the availability of a skilled and dedicated workforce, they have enabled the company to grow and invest back into the local

community."

"This is a great addition to the aerospace cluster," Jeff Edwards, president and chief executive officer of the Economic Development Corporation of Utah, told the GOED board. "We've got a really good diversity of companies. They're very complementary to what we have here already. We actually have a home-grown component to it, too, with a small company that was started by a Utah guy and it's all kind of rolled together, so it's a great fit."

The 70 jobs created through the project are expected to produce total wages of \$14.9 million over five years and \$816,362 in new state taxes during that time. The company was awarded a tax credit of up to \$122,454.

GOED documents indicate the project will involve a \$9 million capital investment by the company, in addition to the nearly \$5 million already invested in existing equipment and facilities.

"Utah is a world leader in aerospace and defense," said Val Hale, GOED's executive director. "High-quality companies like Kihomac bolster that reputation and our ability to provide world-class products to the aerospace industry."

# USANA names Wentz & Guest as joint CEOs

USANA Health Sciences Inc. has announced that the board of directors has appointed Dave Wentz and Kevin Guest as co-chief executive officers. Wentz will oversee USANA's global operations while Guest will lead USANA's worldwide field development and sales efforts. Both will report directly to the board, according to a release from the company.

"Kevin has been with USANA for over 20 years, most recently

as president, and has played a key role in leading USANA to new heights in sales and financial performance," said Myron Wentz, USANA founder and chairman of the board. "Dave has also been with USANA for over 20 years and has served in executive positions for much of that time, most recently as CEO. As USANA approaches the \$1 billion revenue milestone, the board is preparing for the next chapter of growth. With USANA's expanding global presence and the

demands on the chief executive position, the board determined that a division of responsibilities within the CEO role would maximize USANA's potential."

"Kevin and I have worked as a team both formally and informally for more than 20 years, and he has demonstrated his leadership skills as president of our company," Wentz said.

Guest added, "I am honored by the recognition from the board of directors and Dave."

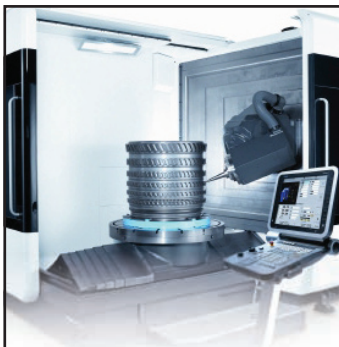
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## Sandy, HCT to build new theater

Hale Centre Theatre has signed a lease agreement Sandy City to build a new state-of-the-art theater at 9886 Monroe St. Ground will be broken this fall with an anticipated opening in early 2017.

Sandy City has marketed an approximately \$42 million bond to finance the project, which Hale Centre Theatre will pay in full over time. As part of the project, the center will provide world-class professional theater productions, a theater education program, and will bring millions of dollars' worth of theater equipment, costumes, sets and props.

"Hale Centre Theatre will be a vibrant addition to The Cairns, our 1,100-acre city center, featuring an unparalleled live, work, play, shop combination boasting 20 million square feet of development," said Tom Dolan, Sandy City mayor. "The unique 'Mountain Meets Urban' experience we are creating pairs world-class outdoor recreation with convenience, accessibility and unique offerings — truly a destination."

"We would truly like to thank Mayor Dolan and the Sandy City Council for including Hale Centre Theatre in their vision for the city," said Mark Dietlein, HCT president and CEO. "They are

outstanding partners and have worked tirelessly to clear a path for the theater to come to Sandy."

The planned HCT building will feature two different stages: a 450-seat proscenium thrust theater and a 900-seat, state-of-the-art center-stage theater. Hale Centre Theatre anticipates attracting an estimated 500,000 patrons a year to its new, larger home.

The current 613-seat theater in West Valley City has performed at nearly 100 percent capacity since 2004, with an average of more than 400 performances annually. HCT is commemorating its 30-year anniversary in 2015.

"We know how very fortunate we are, through the extraordinary partnership with Sandy City, to be able to carry on Hale Centre Theatre's legacy of high-quality theater productions for families," added Sally Dietlein, HCT vice president, executive producer and artistic director. "The additional square footage will not only allow HCT to produce more shows for the community and visitors, but it will also enable them to educate more youth on theater arts."

Hale Centre Theatre employs 33 full-time people, nearly 75 part-time employees and approximately 300 part-time performers and artisans annually.

dent of acquisitions and development, described the incentive package from the county, city and state as "very compelling." But, he added, "unfortunately, while both sides were very close, the final economic terms were just not suitable enough for Omni to be able to commit to the project."

Muller added that Omni "understands and supports the need for a reasonable room block agreement, which the company has reached to the satisfaction of other municipalities for similar projects — and Omni indicated to the county it would revisit its stance on room rate control should other economic incentives have been agreed to."

McAdams and others have said Salt Lake City has lost convention business because of a lack of a convention center hotel and that the \$300 million project could help the city attract larger conventions and retain the twice-a-year Outdoor Retailer tradeshow.

Omni and other development representatives had visited downtown Salt Lake City to evaluate possible sites for the hotel. The hotel legislation requires that it be within 1,000 feet of the Salt Palace. McAdams said at one point that there were five or six possible locations for the 800- to 1,000-room facility, each with advantages and disadvantages.



*Lynn David has purchased a 9,000-square-foot home in Midway and has converted it into a venue for business retreats and small conferences. Dubbed The Hiking Inn B&B/Executive Management Retreat, the facility has four indoor and two outdoor meeting areas, accommodating six to 10 people each. The inn has five bedrooms, two kitchens, a fitness center, a pool table room and a game room. Nearby is a mostly shaded hiking trail that ascends 2,000 vertical feet and overlooks the Heber Valley. The three-to-four-hour hike is being promoted as a team-building exercise.*

## VINYL

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City, said business has stayed the same for the past year. He attributed the steadiness in business to a generally improving economy.

Wood opened his store about 14 years ago and currently has eight employees, which has stayed the same the past year.

Wood said his company is planning on expansion in the near future, specifically in commercial work that his company is working on acquiring.

"Some companies come in the industry and they are short-lived," said Wood. "You've always got a core group of companies that are here to stay, but we seem to have a lot of small mom-and-pop companies that come in and go out every year or two."

All American Vinyl LLC owner Kent Jorgensen reported that his business is up comparison with the years prior. He attributed this to "more building, more people moving in and more construction."

As for the reasons why people are choosing vinyl fences over brick or chain-link, for example, Jorgensen said it is because "they are maintenance-free and the prices are down quite low."

Jorgensen started his business under the name Blue Diamond Construction about 20 years ago, but changed the business to All American Vinyl, located at 450 S. 1100 W., Provo, two years later. Jorgensen has his license in general contracting. He has six to sev-

en employees "in shop" and others sub-contracted. He increased the number of employees this past year, however.

Jorgensen doesn't have any definite plans for expansion, but added, "You expand when you have to, I guess."

Fence 4 U, located at 59 N. 600 W., Kaysville, saw revenue go up in the past year. Owner Matt Hall said this is because of "confidence in the economy. People are a lot more willing to spend money this year than last year."

Hall opened his company in 2007 and currently has about six employees. He's added two employees in the past year. Hall said that he doesn't have any plans to expand his business in the near future, but will possibly do so "a few years down the road."

"In Utah, it is kind of a unique market because it's at the front of everyone's mind to go with vinyl, but everywhere else in the world it is not advertised as well," said Hall.

"We've gone up about 10 to 15 percent on vinyl growth," said Richard Snyder, the owner of Utah Fence Warehouse. "It is just that the economy is recovering. It's been a strong economy. There has been a lot of building going on. For me personally, we've increased our advertising, which is also why we are doing well."

Snyder bought the company, located at 1377 N. Main St., Layton, three years ago and changed the name. However, the original company had been around 10 years. He has a staff of six and five subcontractor crews. He said he

hired one additional employee this past year, along with bringing on another subcontracted crew.

"We're going to continue to expand and grow," he said. "We don't really have room to expand at his location at the moment, but as far as the work and territory we will cover, we'll be expanding," explained Snyder.

"Vinyl product keeps growing and continuing to change, coming out with more wood grains and darker colors. You've got a better looking product out now. You can take on some of the higher-end customers that way," according to Snyder.

Gordon Watts, the CFO at U.S. Vinyl Fence, located at 249 W. Vine St., Murray, said business went up about 30 percent this past year. He attributed this to an expansion of his sales force and its extension of the product line to the Denver location.

Watts said the company started doing vinyl fencing in 1998. His company was incorporated in 1967 as a lumber company.

He has about 28 employees in Utah, but 35 between Utah and Denver. The number of employees may have increased this past year, but only by one or two, he said.

For the future, the company plans on growing the store in Colorado, said Watts.

"When vinyl came to Utah, it was sold through smaller dealers, and the manufacturers sold directly to the dealers, who sold directly to the customers. Now you are starting to see more wholesale distribution," Watts said.

## HOTEL

from page 1

a 13-person committee reviewed the proposal and recommended that the county advance negotiations on project terms. But, by mid-July, Omni wanted that incentive and more in the form of public grants and cash advances, the mayor said.

Another trouble spot was an agreement with hotel owners to block rooms for citywide conventions at the Salt Palace. While willing to "technically" block rooms, McAdams said Omni would not agree to the room block market rate protection that was set forth in the original RFP and is typical for a convention headquarters hotel.

The mayor contends that without the room rate protection, Omni could effectively get out of the agreement by offering above-market room rates unacceptable to event sponsors.

"I strongly believe in this private hotel development and its economic value to the state, but not at any cost," McAdams said. "Salt Lake County is a great place to invest, with a strong, vibrant economy. We just need to find a hotel developer that understands what an opportunity this is, and wants to negotiate a fair deal."

In a prepared statement, Charlie Muller, Omni's vice presi-



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## ACCOUNTING

• **Larson & Co.**, Salt Lake City, has announced that founder **Dennis Larson** will retire at the end of August after a 46-year career. Coworkers, friends, colleagues and acquaintances are invited to a retirement party Aug. 28 at the Alpine Country Club. Larson & Co. began with Larson as the sole employee on May 1, 1975. The firm now has more than 70 employees in five offices throughout Utah and Nevada. Founded with the central purpose of serving the insurance industry, Larson & Co. has grown to include serving businesses in the nonprofit, government, middle market, SOC and technology niches. Larson will be succeeded by tax practice leader **Greg Denning**, who has 25 years of public accounting experience. Prior to joining Larson in 2006, he spent 14 years working for Deloitte in its San Jose and Salt Lake City offices, where he also specialized in providing tax consulting, compliance and tax provision services to consolidated, multi-national, multi-state corporations. Denning will become managing partner of the firm Sept. 1.

## EDUCATION/TRAINING

• Twenty entities, most of them in education, have been approved for a total of \$3.45 million in new economic and workforce development funding from the **Utah Cluster Acceleration Partnership** (UCAP). UCAP

is a partnership among the Utah Department of Workforce Services, public and higher education and the Governor's Office of Economic Development. The \$3.45 million will be used with nearly \$3.9 million in leveraged funds. Recipients are **Bridgerland Applied Technology College**, \$300,000 (manufacturing cluster); **Davis School District**, \$324,248 (STEM); **Mountainland Applied Technology College**, \$200,000 (IT); **Northern Utah Chapter of the National Tooling and Machining Association**, \$150,000 (manufacturing); **Northridge High School**, \$64,886 (STEM/biotech); **Utah Office of Energy Development**, \$200,000 (energy); **Ogden School District**, \$125,000 (STEM); **Salt Lake Community College**, \$403,089 (aerospace and defense/manufacturing); **Sevier School District**, \$50,011 (IT); **Southern Utah University**, \$153,040 (STEM); **Southwest Educational Development Center**, \$137,800 (IT); **Tooele Applied Technology College**, \$100,000 (CDL/heavy duty diesel mechanics); **Uintah Basin Applied Technology College**, \$93,907 (energy); **University of Utah**, \$182,721 (health sciences); **University of Utah**, \$127,325 (multiple); **Utah State University-Moab**, \$149,018 (engineering/health sciences/construction); **Utah Technology Council**, \$280,100 (IT); **Utah Valley University**, \$147,280 (manufacturing); **Wasatch School District**, \$200,000 (engineering/IT); and **Washington County School District**, \$61,575 (engineering/STEM).

board's compensation committee. **Huntsman** has served as chairman of the Atlantic Council, a non-partisan think tank promoting constructive leadership and engagement in international affairs, since January 2014. He was a candidate for the Republican nomination for president of the United States in the 2012 presidential election. From 2009 to 2011, he served as U.S. ambassador to China and he served as governor of the state of Utah from 2005-2009. He also has served as U.S. ambassador to Singapore and deputy U.S. trade representative. He also serves as a director of Ford Motor Co., Caterpillar Inc. and Chevron Corp.



Jon Huntsman Jr.



Dennis Larson

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## RECOGNITIONS

• **Extra Space Storage Inc.**, Salt Lake City, has been recognized as a 2015 "Best of Business" winner by **Inside Self Storage**. Industry professionals voted the company as the **Best Third-Party Management Company** four consecutive years (2012-2015). Approximately half of Extra Space Storage's 1,147 properties are joint-venture operated or managed.

• **Sustainable Startups**, Salt Lake City, is among 80 winners of the second annual **Growth Accelerator Fund Competition**, a **U.S. Small Business Administration** accelerators competition. Each organization will receive \$50,000 in cash, and the accelerators also will be committing to quarterly reporting for one year. They will be required to report metrics such as jobs created, funds raised, startups launched and corporate sponsors obtained. Applications were judged by more than 40 experts with entrepreneurial, investment, startup, economic development, capital formation and academic backgrounds from both the public and private sector. A first panel of judges reviewed more than 400 applications and presentations and established a pool of 180 finalists. A second panel evaluated the finalists' presentations and pitch videos and selected the 80 winners.

• **Weber State University** has received the 2015 **Award for Excellence in Facilities Management** from the **APPA**, previously known as the Association of Physical Plant Administrators. The award is APPA's highest institutional honor, and the Award for Excellence designation is valid for five years. The award is designed to recognize and advance excellence in the field of educational facilities. Weber State was recognized during an awards banquet at the Aug. 4-6 APPA Annual Conference in

Chicago.

• The **American Institute of CPAs** (AICPA) has named **Dan Griffiths** as **Outstanding Young CPA** for 2015. Griffiths is director of strategic planning at **Tanner LLC**, Salt Lake City. The award recognizes a young CPA who "personifies an unwavering commitment as demonstrated through successful practices, involvement in and contributions for the interest of the accounting profession." Griffiths was a founding board member of **Financial Ready Utah**, a non-profit organization affiliated with the **UACPA** to promote financial preparedness, and currently serves on a legislative commission of the state of Utah dedicated to fiscal preparedness. He served as a board member of the Utah State Board of Education and has worked as a Hispanic Outreach Committee leader in Provo. He also provides free tax assistance for the community through the **Volunteer Income Tax Association**.

## TECHNOLOGY/LIFE SCIENCES

• **InContact**, Salt Lake City, has appointed **Rajeev Shrivastava** as senior vice president and chief strategy officer. In the newly created role, Shrivastava will be responsible for company strategy, leadership of the inContact partner product ecosystem, business development and product management. Shrivastava has nearly 20 years of business expertise in products, marketing, alliances, partnerships and management, most recently with **Rackspace**. He also has experience in the contact center industry. He has held executive level roles with P&L responsibility.

see BRIEFS next page

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**CASE CONSTRUCTION**

## MANUFACTURING

• **Nu Skin Enterprises Inc.**, Provo, has announced that its board of directors has declared a quarterly dividend of 35 cents per share. The dividend will be paid Sept. 16 to stockholders of record Aug. 28.

## REAL ESTATE

• **Cushman & Wakefield Commerce**, Salt Lake City, has hired **Steve Tate** as senior director of its Salt Lake City retail division. Tate previously operated and directed his own real estate services company, **Tate Properties LC**. His experience also includes working at **NAI Utah/Mountain West Retail** as a senior retail/investment specialist; at **Woodbury Corp.**, where he leased the majority of Woodbury's retail portfolio; and at **Barlow Nielsen Associates**.



Steve Tate

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## HOSPITALITY/FOOD SERVICE

• **Hilton Worldwide** has announced that **Jon M. Huntsman Jr.** has been appointed to its board of directors. He will serve on the

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## Bach to build Dixie apartments

Bach Homes has purchased an 11.37-acre tract of land in St. George and plans to build a 244-unit apartment complex. Dubbed Grayhawk Apartments at River's Edge, the project will be one of the largest apartment complexes in the St. George area and will be part of the Dinosaur Crossing development and adjacent to the Mall Drive bridge, near the Smith's Marketplace and the Dinosaur Discovery Site.

Travis Parry, Tom Callister and Andrew Sorensen of Cushman & Wakefield Commerce in St. George represented Bach Homes. The seller was Wadman Corp., the developer of Dinosaur Crossing. "Bach Homes developed a

luxury apartment complex in St. George called The Falls at Mesa Point," said Parry. "Building on the success of The Falls at Mesa Point, they wanted to expand with an additional development in the area. We helped them identify a site for this beautiful new development."

The complex's 244 units will be in 12 apartment buildings, two of which will contain elevators. The property will also have a clubhouse which will house the leasing and management offices, billiard room, steam room, sauna room, tanning room, 24-hour fitness center and an indoor kids' playroom.

### BRIEFS

from previous page

ties at Satmetrix, SupportSoft, BeVocal, Siebel, VirtualSoft, GT Associates and HCL.

• **Smash Solutions LLC**, Salt Lake City, and **Maxima**



Claude Walton

**Group Inc.** have appointed **Claude Walton** as chief marketing officer. Walton will lead the Smash Solutions product development and product

portfolio as well as all go-to-market strategies, including product marketing, acquisition and customer retention. Walton has more than 20 years of experience in advertising, brand management and digital product marketing, most recently serving as director of global product marketing for SDL Inc. He also has worked at Procter & Gamble, Yahoo, Dannon and Intuit.

### TRANSPORTATION

• **SkyWest Inc.**, St. George, has announced that its board of directors has declared a quarterly dividend of 4 cents per share. The dividend is payable Oct. 6 to shareholders of record Sept. 30. It is the company's 81st consecutive dividend.

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# STRUCTURAL ENGINEERING UTAH

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## Misconceptions about buildings & earthquakes

I have always been fascinated by the dichotomy of myth vs. reality. What amazes me is how, after numerous rounds of word of mouth, a myth can grow and become widely accepted as reality. While many times this is a simple curiosity and for the most part innocuous, this is not the case when it comes to the myths associated with earthquakes and the performance of building structures. Indulge me, if you will, as I try to help bring a sense of reality to some of these myths.

### 1. Cities would not allow unsafe buildings to be occupied or sold.

**Not True!** Building codes evolve dramatically and as such this reveals previously hidden hazards in existing buildings. Most communities do not require these dangerous buildings to be demolished or even retrofitted.

### 2. Newer buildings are essentially earthquake-proof.

**Not True!** Building Codes are minimum standards set to prevent deadly collapse, not to eliminate damage or make sure buildings stay usable. Most buildings in Christchurch, New Zealand, performed as expected to the code. Only two buildings collapsed; however, 70 percent of the buildings in the downtown area were eventually demolished due to extensive damage.

### 3. Damage to the building structure is the most costly type of damage in earthquakes.

**Not True!** Dramatic structural failures get press coverage but past earthquakes show that the most expensive repair costs are typically non-structural elements. Lost revenue and other business interruption costs can even exceed

the value of the building itself.

### 4. A typical retrofit or upgrade brings an existing building up to current code.

**Not True!** In a voluntary or mandated retrofit, most cities do not require an existing building to be brought into full compliance with the current building code.

### 5. Designing for better seismic performance will significantly increase construction costs.

**Not True!** For many new buildings the total upfront construction costs can be realized with a typical contingency budget. Once a structure is built, retrofitting to a higher level of seismic performance can become far more expensive.

### 6. Distance from the epicenter is the most important factor in how much a building will be damaged.

**Not True!** Although that is important, soil and rock types at a specific location affect the degree of hazard. This is particularly relevant in the Salt Lake Valley due to liquefaction potential.

The US Resiliency Council implements a building rating system and education about the vulnerability of our build environment, certification of engineers, and delivery of credible evaluations of building performance in natural and man-made disasters. Modeled after the U.S. Green Building Council, which through its LEED rating system has successfully engrained environmental sustainability into the public consciousness, the U.S. Resiliency Council rating system delivers information on the expected safety, damage and recovery of the buildings we use and occupy.



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## CORPORATE FINANCIAL REPORTS

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

### Questar

Questar Corp., based in Salt Lake City, reported net income of \$40.6 million, or 23 cents per share, for the second quarter ended June 30. That compares with \$40.3 million, or 23 cents per share, for the same quarter in 2014.

Revenues in the most recent quarter totaled \$199.3 million, down from \$201.3 million in the year-earlier quarter.

Questar has three principal subsidiaries: Questar Gas Co., which provides retail natural gas distribution in Utah, Wyoming and Idaho; WexPro Co., which develops and produces natural gas from cost-of-service reserves for Questar Gas customers; and Questar Pipeline Co., which operates interstate natural gas pipelines and storage facilities in the western U.S. and provides other energy services.

During the most recent quarter, Wexpro contributed \$27.9 million in net income, followed by Questar Pipeline with \$15.2 million. Questar Gas had a net loss of \$2.8 million.

“Questar continues to perform in line with our expectations, with net income and earnings per share (EPS) matching last year’s performance,” Ronald W. Jibson, chairman, president and chief executive officer, said in announcing the results.

“Questar Gas generated a small seasonal net loss typical for the quarter. Wexpro and Questar Pipeline incomes were down 7 percent and 3 percent, respectively, compared to last year’s second quarter, reflecting the continuing negative impact of low commodity prices on current development and growth opportunities.”

### Nature’s Sunshine

Nature’s Sunshine Products Inc., based in Lehi, reported net income attributable to common shareholders of \$2.6 million, or 13 cents per share, for the second quarter ended June 30. That compares with \$3.2 million, or 20 cents per share, for the same quarter in 2014.

Net income from continuing operations was \$2.4 million, or 12 cents per share, which compares with \$3.6 million, or 22 cents per share, for the 2014 quarter.

Sales in the most recent quarter totaled \$81.2 million, down from \$92.8 million in the year-earlier quarter.

Nature’s Sunshine Products markets and distributes nutritional and personal care products in more than 40 countries.

“We were pleased to achieve a fourth consecutive quarter of local currency net sales growth in our largest market, NSP United States, and in NSP Canada and Synergy

Europe. ... We are also very excited about our pending entry into China, which is progressing on track. We expect to obtain our direct-selling license in 2016 and are finalizing our product offerings and registrations in the e-commerce channel, which we expect to roll out in the second-half of 2015,” Gregory L. Probert, chairman and chief executive officer, said in announcing the results.

Probert noted continued weakness in NSP Russia and Central and Eastern Europe, primarily related to political unrest in Ukraine and Russia as well as the negative impacts of the strong dollar. “We do not expect conditions in the region to stabilize in the near term but, nevertheless, remain committed to our independent distributors and continue to support their activity with additional promotions, events, product kits and training,” he said.

“While our second quarter financial results were muted on the whole, we are making solid progress in our effort to restore top and bottom-line growth. As part of the restructuring plan we initiated in April, we expect to realize approximately \$10 [million] to \$15 million of annualized operating income improvement by streamlining our operations and refocusing our activities on profitable growth opportunities.”

### Overstock.com

Overstock.com, based in Salt Lake City, reported net income of \$1.7 million, or 7 cents per share, for the quarter ended June 30. That compares with \$1.9 million, or 8 cents per share, for the same quarter in 2014.

Revenue in the most recent totaled \$388 million, up from \$332.5 million a year earlier.

Overstock.com is an online retailer.

“I am excited that we are delivering our 14th straight GAAP-profitable quarter along with 17 percent revenue growth while having funded, developed and launched what may be the most disruptive technology to hit the fintech sector in decades,” Patrick M. Byrne, chief executive officer, said in announcing the results.

### ClearOne

ClearOne, based in Salt Lake City, reported net income of \$1.5 million, or 16 cents per share, for the second quarter ended June 30. That compares with \$882,000, or 9 cents per share, for the same quarter in 2014.

Revenue in the most recent quarter totaled \$14 million, down from \$14.1 million in the year-earlier quarter.

ClearOne designs, develops and sells conferencing, collaboration,



# Key to success: Picture yourself already doing it or having achieved it

How do you picture yourself?

Pretty powerful question when you think about it. Some of you are thinking handsome or pretty, some overweight or average, some successful or struggling. Some pictures are happy, some are not. Very not.

Tell me about the picture. Was it a physical picture (tall, pretty), or a mental picture (self-assured, confident)? Was it a positive picture (great attitude, successful), or a negative picture (failing, in debt)? Did you picture the “now,” or “what you want to become”?

The interesting thing about picturing yourself, I have found, is that most people don't want to see it. They don't like it or they don't like themselves. And then there's that ever-present, unavoidable bathroom mirror.

Suppose I told you that the more vivid the picture, the more accepting of yourself you will be today, and the more you can see that tomorrow is the fast track to success. Would you at least take a

peek?

**FIRST TRUTH:** The picture you have of yourself, combined with the self-belief structure that goes with it, is what you are likely to become.



If you look at (read) some of the books written on the subject of self-image and visualization, you'll be surprised to find that they all have a common theme: The easiest way to get where you want to go is picture yourself there in advance.

The breakthrough book, *Psycho-Cybernetics* by Dr. Maxwell Maltz, is the classic example of what self-image is about. I read the book back in the early 1970s, and continually read a few pages as part of my commitment to life-long learning.

Maltz says, “We react to the image we have of ourselves in our brain. Change that image for the better and our lives improve. Self-image is changed for the better or worse, not by intellect alone, not by intellectual knowledge alone, but by experiencing.”

This goes for any aspect of your life.

- If you want success...
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- If you want to become a doctor...

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If you want to run a marathon...

If you want to become a great dad or mom...

If you want to make that big sale...

First picture yourself already doing it, or having achieved it.

**SECOND TRUTH:** You are in complete control of the beliefs and pictures that you put in your head.

Not only are you in total control of your mind, you can also alter (control) your environment to enhance that control. Where you are can affect the way you think.

**HERE'S A DEEPER THOUGHT:** If you don't like your job, or boss, it will be real hard for you to have the positive mental picture necessary for

achievement. You gotta love what you do (or at least like it a lot). How can you visualize success in a place you don't like, or have a job you don't like, or work for someone you don't like? Answer: You can't.

**THIRD TRUTH:** If you change your self-image in your mind, you will begin to achieve mental image, and live your thoughts.

In her book, *Creative Visualization*, Shakti Gawain says, “Imagination is the ability to create an idea, a mental picture, or a feeling sense of something. In creative visualization you use your imagination to create a clear image, idea, or feeling of something you wish to manifest. Then you continue to focus on the idea, feeling, or picture regularly, giving it positive energy until it becomes objective reality ... in other words, until you actually achieve what you have been imagining.”

These two books, *Creative Visualization* and *Psycho-Cybernetics*, are books you may want to add to your library as you seek to improve your

self-image, build stronger self-beliefs, eliminate self-limitations, and block self-defeating thoughts. Just a thought.

If you would like a few words about each book mentioned above, just go to [www.gitomer.com](http://www.gitomer.com) — register if you're a first-time visitor — and enter VISUALIZE in the GitBit Box.

“Jeffrey,” you ask, “can I do all this just by reading?” Heck no! This is not about just thinking or visualizing. That's the BEGINNING. You still gotta take action to make it happen.

Committed, passionate self-belief leads to action. Achievement action (with a dash of passion and positive anticipation) leads to results. And those results will be your vision fulfilled.

The only way to achieve your desires and dreams is: **ACT ON THEM.**

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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## EARNINGS

from page 8

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“During the second quarter, we reported record gross profit and operating income,” Zee Hakimoglu, president and chief executive officer, said in announcing the results. “Revenue, however, was down modestly due to several factors, including a temporary delay in shipping a major project and a lull in the U.S. market during the month of May. The ongoing effects of a strong U.S. dollar, weakness in EMEA and Australia markets and lower spending by the China government also impacted our revenue.

“Nevertheless, we are confident in our ability to generate positive revenue growth in the second half of the current year and beyond. We continue to successfully execute our operating plan and are encouraged by, among other things, a number of recent, initial product installations with large new marquee customers, both domestic and international.”

### FX Energy

FX Energy, based in Salt Lake City, reported a net loss of \$600,000, or 2 cents per share, for the second quarter ended June 30. That compares with a loss of \$4.5 million, or 8 cents per share, for the second quarter of 2014.

Without foreign exchange gains and losses, the company would have reported a net loss of \$2.8 million in the most recent quarter and \$3.8 million for the 2014 second quarter.

Revenues in the most recent quarter totaled \$6.6 million, down from \$10.2 million a year earlier.

FX Energy is an independent oil and gas exploration company, with production in the U.S. and Poland.

### Black Diamond

Black Diamond Inc., based in Salt Lake City, reported a net loss of \$5.4 million, or 17 cents per share, for the second quarter ended June 30. That compares with a loss of \$5 million, or 15 cents per share, for the same quarter in 2014.

The net loss from continuing operations was \$5.4 million, compared with \$4.4 million in the year-earlier quarter.

Sales in the most recent quarter were a company-record \$35 million, up from \$34.4 million in the year-earlier quarter.

Black Diamond Inc. designs, manufactures and markets active outdoor performance equipment and apparel. Its principal brands are Black Diamond, POC and PIEPS.

“Today’s results are being driven by POC’s successful road bike product line and the addition of women’s sportswear for spring ’15, making for a more complete seasonal collection of Black Diamond apparel,” Peter Metcalf, chief executive officer, said in announcing the results.

“Our Black Diamond equipment business also continues to gain mar-

ket share, driven by double-digit sales growth both in the quarter and year-to-date in North America — our largest market. We expect momentum in this market along with our fast-growing POC brand and solid double-digit gains in both POC and Black Diamond’s direct-to-consumer channels to drive record results in 2015.”

The company announced in March that it had hired financial advisory firms to explore “a full range of strategic alternatives,” including a sale of the entire company and the potential sales of its Black Diamond Equipment, including PIEPS, and POC brands in two separate transactions. Black Diamond said it expects the results from that review process to be known during the third quarter.

### Holly Energy

Holly Energy Partners LP, based in Dallas but with major operations in Utah, reported net income of \$30.4 million, or 34 cents per share, for the second quarter. That compares with \$23 million, or 25 cents per share, for the 2014 second quarter.

Revenues in the most recent quarter totaled \$83.5 million, up from \$75 million in the year-earlier quarter.

Holly Energy Partners (HEP) provides petroleum product and crude oil transportation, terminaling, storage and throughput services to the petroleum industry, including HollyFrontier Corp. subsidiaries. HEP owns and operates petroleum product and crude gathering pipelines, tanks and terminals in Utah and eight other states. It also owns an interest in UNEV Pipeline LLC, the owner of a Holly Energy-operated refined products pipeline running from Salt Lake City to Las Vegas, and related product terminals and an interest in SLC Pipeline LLC, a 95-mile intrastate pipeline system serving refineries in the Salt Lake City area.

HollyFrontier Corp. (HFC) operates through its subsidiaries several refineries, including one in Woods Cross.

“We are pleased our financial results for the second quarter of 2015 allowed us to maintain our record of raising quarterly distributions,” Mike Jennings, chief executive officer, said in announcing the results. “HEP’s steady growth is supported by our fee-based commercial structure with underlying long-term minimum commitments by our key customers.

“We continue to leverage our logistic capabilities and HFC’s refining footprint to create unique third-party acquisition opportunities like our acquisition of the El Dorado crude tank farm in March 2015. We have also identified potential dropdown assets, including the naphtha fractionation unit at HFC’s El Dorado refinery and certain assets related to the initial phase of the expansion at HFC’s Woods Cross refinery.”



# Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

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

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

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

**Business Alliance Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Details are at [davis-chamberofcommerce.com](http://davis-chamberofcommerce.com).

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

**Women in Business Lunch Meeting**, a Murray Area Chamber of Commerce event. Speaker is Darris Howe, vice president and state director at University of Phoenix. Location is University of Phoenix, 5373 S. Green St., Murray. Cost is \$15 with prepaid RSVP, \$20 after Aug. 17 or at the door. Details are at [murraychamber.org](http://murraychamber.org).

## **Aug. 19-20, 7:30 a.m.-1:30 p.m.**

**"Real Estate Purchase & Sale Transactions,"** a 2015 NAIOP Utah nine-hour CORE course designed for brokers, developers, asset managers, owners, and those wanting to receive a meaningful Utah commercial real estate CORE continuing education experience. Participants will receive the knowledge necessary to address and meet the requirements of the many CRE industry-specific subjects outlined in the Utah Division of Real Estate's subsection R162-2f-206c(5). The course will cover "Identifying the Project," "Structuring the Deal," "Negotiating the Documents," "Due Diligence," "Closing," and "Legal Issues Affecting Transfer of Land." Location is Ballard Spahr LLP, 201 S. Main St., No. 800, Salt Lake City. Cost is \$125 for NAIOP members, \$175 for nonmembers. Registration can be completed at <http://bit.ly/NAIOP-COREce>.

## **Aug. 19-20**

**Utah STEM Call-To-Action Forum**, presented by the National Defense Industrial Association (NDIA) and the Aerospace Industry Association (AIA). Panel discussion topics include "Secondary, Post-Secondary and Industry Collaborations: Creating a Synergistic Pipeline," "Mentoring: Thinking Outside the Box," "Branding and Marketing

STEM," "Problem-Based Learning: Keeping it Real," "Lessons from our Neighbors: Regional Proven Practices" and "Who Has the Data and Is It Working for Us?" Location is Weber State University's Shepherd Union Ballroom, 3910 W. Campus Drive, Ogden. Cost is \$65 for nonprofit, higher education, government and academic attendees; \$30 for K-12 teachers and administrators; \$125 for industry attendees. Details are at <http://www.ndia.org/meetings/571D>.

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

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

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

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

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

**Joint Luncheon** of the Utah Technology Council (UTC), MountainWest Capital Network (MWCN) and the Wayne Brown Institute (WBI). Bryan Ritchie, executive director of technology and venture commercialization and associate vice president for research commercialization at the University of Utah, will discuss "Trends and Opportunities to Commercialize University Technologies." Location is Thanksgiving Point, Amber Room, 3003 N. Thanksgiving Drive, Lehi. Cost is \$45. Details are at [utahtech.org](http://utahtech.org).

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

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker to be announced. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at [murraychamber.org](http://murraychamber.org).

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

**Chamber Luncheon**, a Davis Chamber of Commerce event. Speaker Ki Ho Kang, president and chief executive officer of KIHOMAC, will discuss

"Paradigm Shift: The World is Changing; Is Your Business?" Location is Boondocks, 525 S. Deseret Drive, Kaysville. Cost is \$20 for members, \$25 for nonmembers. Details are at [davis-chamberofcommerce.com](http://davis-chamberofcommerce.com).

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

**Business Center Workshop** titled "LinkedIn Best Practices for Your Business," a West Jordan Chamber of Commerce event. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$30 for nonmembers. Details are at [west-jordanchamber.com](http://west-jordanchamber.com).

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

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

## **Aug. 22, 9 a.m.-4 p.m.**

**Utah Green Homes Tour**, a USGBC (U.S. Green Building Council) Utah Chapter event featuring new and remodeled environmentally friendly and energy efficient homes. Cost is \$5 for a self-guided tour, \$15 for a bus tour. Details and registration are at <http://www.usgbcutah.org/events/signature-events/tour>.

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

**Cottonwood Heights Quarterly Business Luncheon**, featuring an opportunity to meet the Cottonwood Heights mayor and city officials. Location is Market Street Grill, 2985 Cottonwood Parkway, Cottonwood Heights. Free. RSVP by Aug. 19 to [pkinder@ch.utah.gov](mailto:pkinder@ch.utah.gov) or [msanchez@ch.utah.gov](mailto:msanchez@ch.utah.gov).

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

**"Healthcare Cost Management Benefits Symposium Meeting 4,"** an Employers Council (EC) event. Jeana Hutchings, benefits practice leader and partner, Diversified Insurance Group, and Bart Preston, director of sales and marketing, HCA Mountain Division, will discuss what companies can do to manage healthcare costs. Location is the Employers Council, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$95 for EC members, \$130

for nonmembers. Details are at [ecutah.org](http://ecutah.org).

## **Aug. 25, 11:15 a.m.-1:15 p.m.**

**Women In Business Luncheon**, an Ogden Weber Chamber of Commerce event. Location is Hub 801 Event Center, 3525 Riverdale Road, Ogden. Details are at [ogden-weberchamber.com](http://ogden-weberchamber.com).

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

**Utah Global Forum**, presented by World Trade Center Utah, the Governor's Office of Economic Development and the Salt Lake Chamber. Event will feature a dialogue about how businesses can expand beyond local borders and develop a strategy of expansion into the global marketplace through importing opportunities and service exports. A special focus will be on foreign direct investment (FDI) into Utah. Keynote speaker is U.S. Sen. Jeff Flake of Arizona, who serves as a member of the subcommittees on East Asian and Pacific Affairs, European Affairs, International Development and Foreign Assistance, Economic Affairs, and International Environmental Protection and Peace Corps. Featured speaker is Gov. Gary Herbert. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$105. Details are at [utahglobalforum.com](http://utahglobalforum.com).

## **Aug. 26, 8-10 a.m.**

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

## **Aug. 26, 8:30 a.m.-3:30 p.m.**

**ABC Contractor Continuing Education**, presented by the Associated Builders and Contractors (ABC) Utah Chapter. Nov. 30 is the deadline for all contractor licenses to be renewed. The course fulfills both the core and professional requirements set by the state of Utah and the Department of Licensing to renew. Location is Big-D Construction, 1788 W. 200 N., Lindon. Course also is available Oct. 5 at this location; Sept. 2, Sept. 30, Oct. 21, Nov. 18 and Nov. 24 at the ABC office, 660 W. 900 N., Suite B, North Salt Lake; and Sept. 14 and Nov. 3 at Ogden BDO, 918 W. 2nd St, Building 10A, Room 125, Ogden. Cost is \$69 for members, \$99 for nonmembers. Registration is available at [www.abc.org](http://www.abc.org).

[abcutah.org](http://abcutah.org) or emailing [abc.utah@abcutah.org](mailto:abc.utah@abcutah.org).

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

**Business Expo**, a Sandy Area Chamber of Commerce event. Location is South Towne Expo Center, 9575 S. State St., Sandy. Details are available by contacting Leesha Francis at (801) 727-4503 or [leesha@sandychamber.com](mailto:leesha@sandychamber.com).

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

**Women in Business Luncheon**, a West Jordan Chamber of Commerce event. Speaker is Tiffany Walke Peterson of The Lighthouse Principles. Location is the West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Cost is \$20 for members, \$25 for nonmembers. Details are at [west-jordanchamber.com](http://west-jordanchamber.com).

## **Aug. 26, 3-6 p.m.**

**The Deal Forum**, a Wayne Brown Institute (WBI) event. Forum is a live pitch event and will feature a number of entrepreneurs who are seeking capital for their ventures. Location is Zions Bank, 1 S. Main St., second floor Founders Room, Salt Lake City. Cost is \$15. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Aug. 27, 8:30 a.m.**

**2015 ACG Golf Tournament**, an ACG (Association for Corporate Growth) Utah event. Event begins with 7:30 a.m. breakfast and registration, followed by an 8:30 a.m. shotgun start. Lunch and awards follow play. Location is Eaglewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers, \$1,000 for four-somes. Sponsorship opportunities are available. Details are available by contacting Linda Blake at [linda@acgutah.org](mailto:linda@acgutah.org).

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

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

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

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Topic is "Business Preparedness." Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at [murraychamber.org](http://murraychamber.org).



## CALENDAR

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### Aug. 27, 5-7 p.m.

**Business After Hours**, a Salt Lake Chamber event. Location is Christopher's Prime Steak House, 134 W. Pierpont Ave., Salt Lake City. Cost is \$10 for members, \$15 for nonmembers. Details are at slchamber.com.

### Aug. 27, 5-8 p.m.

**Chamber Member Picnic**, a Murray Area Chamber of Commerce event. Location is Germania Park, 5243 S. Murray Parkway Ave. (1070 W. on the Jordan River Parkway). Free for chamber members and their families. RSVP is required by contacting bbq2015@murraychamber.net or (801) 263-2632 by Aug. 21.

### Aug. 27, 5:30-7 p.m.

**Informational Workshop** about the Susie Hulet Community Solar Program. Designed for homeowners in Davis, Morgan and Weber counties interested in going solar. Location is Dumke Legacy Hall, Hurst Center, Weber State University, 1265 Village Drive, Ogden. Free. Details are at solar@utahcleanenergy.org or (801) 903-2046.

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

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

### Aug. 31-Sept. 5

**StartFEST**, a startup festival presented by Beehive Startups. Event will include education, entertainment, adventure, collaboration and fun. Location is the Covey Center for the Arts, 425 W. Center St., Provo, plus venues along Center Street. Prices vary, with an all-access pass costing \$50. Details are at <https://startfestival.com>.

### Sept. 1, 8 a.m.-noon

**LGBT Rights in the Workplace**, an Employers Council (EC) event. Speakers include Bob Coursey, Employers Council attorney; Sherrie Hayashi, commissioner of the Utah Labor Commission;

and Diane Thompson, attorney with Ballard Spahr. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$139 for EC members, \$209 for nonmembers. Details are at [ecutah.org](http://ecutah.org).

### Sept. 1, 8 a.m.-noon

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

### Sept. 2, 8 a.m.

**Women's Golf Event Fundraiser**, a National Association of Women Business Owners (NAWBO) Salt Lake City event. Proceeds will support the chapter's mission to assist local women business owners through education, events and networking. Event includes continental breakfast, "Arm Caddy" auction, nine holes of golf, awards lunch and opportunity drawing. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Details and registration are available at [nawboslc.org](http://nawboslc.org).

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

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

### Sept. 2, 8:30 a.m.-3:30 p.m.

**ABC Contractor Continuing Education**, presented by the Associated Builders and Contractors (ABC) Utah Chapter. Nov. 30 is the deadline for all contractor licenses to be renewed. The course fulfills both the core and professional requirements set by the state of Utah and the Department of Licensing to renew. Location is ABC office, 660 W. 900 N., Suite B, North Salt Lake. Course also is available Sept. 30, Oct. 21, Nov. 18 and Nov. 24 at this location; Oct. 5 at Big-D Construction, 1788 W. 200 N., Lindon; and Sept. 14 and Nov. 3 at Ogden BDO, 918 W. 2nd St, Building 10A, Room 125, Ogden. Cost is \$69 for members, \$99 for nonmembers. Registration is available at [www.abcutah.org](http://www.abcutah.org) or emailing [abc.utah@abcutah.org](mailto:abc.utah@abcutah.org).

### Sept. 2, 11 a.m.

**2015 EDCUtah Annual Meeting**, an Economic Development Corporation of Utah

event. Activities begin with 11 a.m. registration and reception, followed by lunch and presentation at noon. Keynote speaker is Eric Greitens, a Navy SEAL, author and among *Time* magazine's "100 Most Influential People in the World." Location is Grand America Hotel, 555 S. State St., Salt Lake City. Sponsorships are available. Details are at [educutah.org](http://educutah.org).

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

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

### Sept. 9, 7:30 a.m.

**Presentation by Arthur C. Brooks**, author of *The Conservative Heart: How to Build a Fairer, Happier and More Prosperous America*, a Sandy Area Chamber of Commerce event. Location is Jordan Commons Theater Suites, 9400 S. State St., Sandy. Free. Details are at [sandychamber.com](http://sandychamber.com).

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

**UMA (Utah Manufacturers)** see **CALENDAR** next page

**Ralph Becker**  
SALT LAKE CITY MAYOR

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**CALENDAR***from previous page*

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

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

**"Grow As You Go,"** a World Trade Center Utah "10 Tips Seminar" about using trade shows and trade missions to explore markets, test demand and meet potential partners. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Details are at [wtcutah.com](http://wtcutah.com).

**Sept. 9, noon-1:30 p.m.**

**Salt Lake Chamber's 128th Annual Meeting.** Theme is "Recipe for Success." Event will feature a tribute to the 2014-2015 board chair, 2015 Chamber Champions and this year's outstanding Corporate Partners. Location is Salt Lake City Marriott City Center, 220 S. State St., Salt Lake City. Cost

is \$65. Sponsorships are available. Details are at [slchamber.com/annual-meeting](http://slchamber.com/annual-meeting).

**Sept. 9, 3-5 p.m.**

**"Earn It, Keep It: Avoiding Financial Mistakes,"** a Salt Lake Chamber "Business Essentials" event. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com).

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

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

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

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

**Sept. 10, 3-7 p.m.**

**Business After Hours Ambassador Classic,** a Sandy Area Chamber of Commerce event. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Cost is \$25. Sponsorships are available. Details are at [sandy-chamber.com](http://sandy-chamber.com).

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

**"Create an Inviting Instagram/Pinterest Platform,"** a workshop that is part of a Social Media Boot Camp series pre-

sented by Cottonwood Heights. Lydia Martinez, Whole Foods marketing specialist, will discuss how to create and post photos that will promote an increase in customer interaction. Location is Cottonwood Heights City Hall, first floor training room, 1265 E. Fort Union Blvd., Cottonwood Heights. Free. Registration can be completed by contacting Peri Kinder at [pkinder@ch.utah.gov](mailto:pkinder@ch.utah.gov) or (801) 944-7067.

**Sept. 14, 8:30 a.m.-3:30 p.m.**

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

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

**Regulation Round Table Series: Utah's Life Sciences Industry,** a Salt Lake Chamber event focusing on key regulatory barriers that impede Utah's life science industry. Location is Salt

Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free, but registration is required. Details are at [slchamber.org](http://slchamber.org).

**Sept. 16-17**

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

**Sept. 16, 8-10 a.m.**

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

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

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

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

**"Getting the Most Out of**

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

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

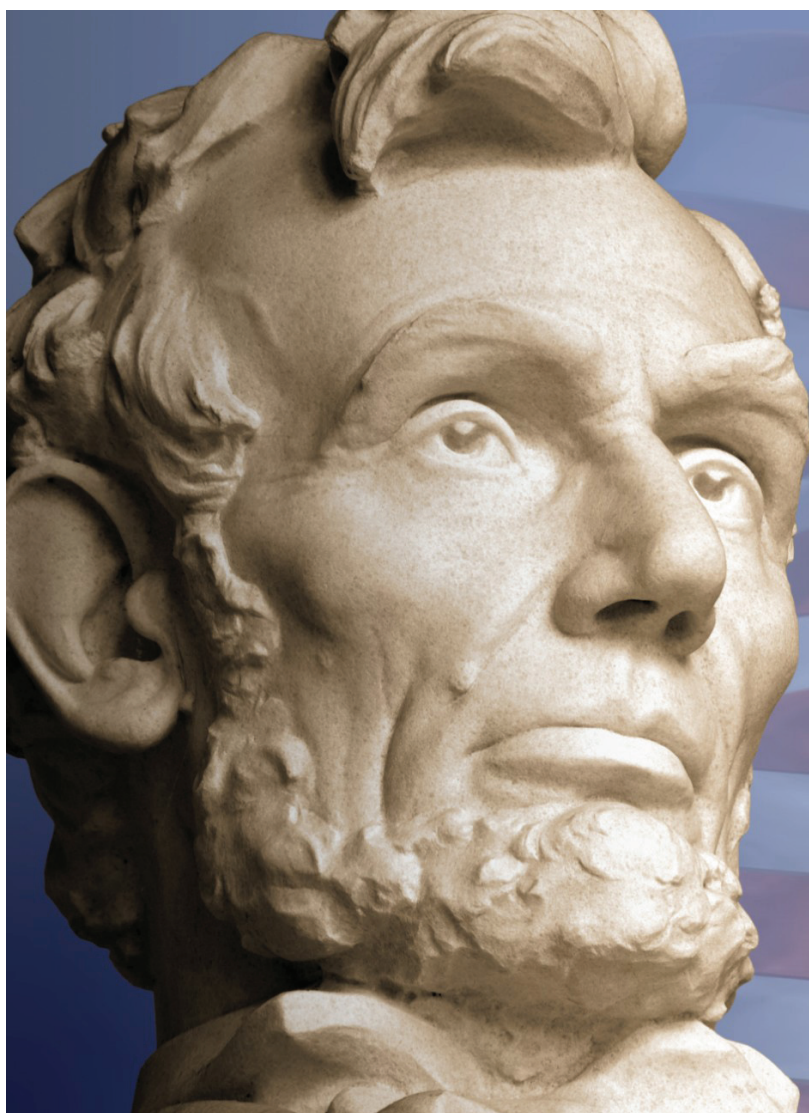
**Women In Business Luncheon,** an Ogden Weber Chamber of Commerce event. Location is Hub 801 Event Center, 3525 Riverdale Road, Ogden. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

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

**Sept. 23, 3-5 p.m.**

**"One-On-One With a Social Media Expert,"** a Salt Lake Chamber "Business Essentials" event. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com).



I will prepare and some day my chance will come.  
~Abraham Lincoln

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## Opinion

# Media, candidates and public share blame for so-called 'debates'

The so-called “debates,” among too many Republicans to have a debate, are yet another painful sign of how much words and ideas have degenerated in our times.

No one expects these televised sound bites and “gotcha” questions to be anything like the historic Lincoln-Douglas debates on the momentous national issue of slavery.

But the mob scene of candidates on stage that began with the 2012 campaign, and is now being repeated, is a big step down from the modern one-on-one debates between presidential candidates that began with John F. Kennedy versus Richard Nixon in 1960.

We still have momentous national issues. In fact, the threat of a nuclear Iran with intercontinental missiles is a threat to the survival of America and of Western civilization. The issue could not be bigger.

But this issue did not get even half the attention as was lavished on Donald Trump. Even in the earlier “debate” among the second-tier candidates, where Trump was not present, the first question asked was about Donald Trump.

Nothing could more plainly, or more

painfully, show what is wrong with the priorities of the media. A poll taken after the debates showed that, of the 17 participants, the top five were all people who had never run a state government or a federal agency. In other words, those who came out on top in this battle of sound bites were people whose great strength was in rhetoric.



THOMAS SOWELL

After more than six years of Barack Obama in the White House, have we learned nothing about the dangers of choosing a president of the United States on the basis of sound bites, with no track record to check against his rhetoric?

Remember his promise of creating “the most transparent administration” in history? Remember his talk about “investing in the industries of the future” — and how that led to the bankruptcy of Solyndra? Remember “If you like your doctor, you can keep your doctor”?

These were all great exercises in rhetoric. But before there was a track record to check against that rhetoric, voting to put Obama in the White House was like flying a plane through mountains at night. If we manage to get through the next year and

a half without crashing, should we try that gamble again?

It so happens that there are some governors with outstanding track records among the 17 Republican candidates. But not one of them made the top five in the first poll after the debates.

This is not to say that no one who has never been a governor should be considered. But to pick the top five exclusively from people with no governing experience shows how little we have learned about such gambles with the destiny of this nation.

Part of this is due to the format of these media debates among numerous candidates, which reduces their statements to little sound bites — and sound bites are seldom very sound.

Part of this is due to the kinds of questions asked by the media moderators. These first two debates were run by people from the Fox News Channel and, by media criteria, they were even praised by their competitors at CNN. But that just shows what is wrong with media criteria.

In the 2012 debates, moderator John King asked Newt Gingrich about his marital problems — and Gingrich drew a standing ovation from the audience when he pointed out that the millions of people who were

watching on television had not tuned in to find out about his personal life. But then as well, others in the media sprang to John King's defense, saying that any other media journalist would have asked that same question.

They might well be right. But that just shows what is wrong with the media. This year's Fox News Channel moderators included people who are fine in their own programs. But cast in this new role as moderators, their reliance on the usual media practices was a great disservice to the country at a time when there are very serious — and potentially catastrophic — issues in the balance.

Is this country's fate not as important as Donald Trump's antics? Then, why would the first of these debates open with a question about Donald Trump, who was not even present?

There is plenty of blame to go around and neither the media, the candidates nor the public should be exempted from their share.

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

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# Obama isn't as naive as critics charge; he's simply an optimist

Many critics of the nuclear deal with Iran believe that the problem lies in the very disposition of the president. “A very, very naive man who does not know how the world works,” said Rick Perry. “Dangerously naive,” notes Lindsey Graham. In fact, Obama is not naive, but disposition does matter. Obama is an optimist — about the world, America's place in it, and even the threats it faces in the Middle East. And history suggests that it's the optimists who have tended to be right.

Today we are awash in pessimism, with people who see the world as a dark and dangerous place, where threats are growing and enemies are gaining strength. In 2014, John McCain declared the world is “in greater turmoil than at any time in my lifetime” (which includes the rise of fascism, Nazism, World War II and the Soviet nuclear threat). We've seen this before, often. In an essay in 1989, Harvard scholar Samuel Huntington noted that the United States was experiencing its fifth wave of this kind of pessimism since the 1950s.

First, he explained, Sputnik shocked America, and by the early 1960s, the country was convinced that the Soviet Union was on a path to overtake it economically, technologically and militarily. In the late 1960s and early 1970s, as Vietnam sapped the nation's confidence, the Nixon administration urged Americans to get used to a multipolar world with a diminished place for Washington. When the oil shocks of the



FAREED ZAKARIA

1970s hit, people saw the Middle East's petro-states as the world's new power brokers. By end of the 1970s, with the Soviet Union modernizing its nuclear arsenal and on the march — from Afghanistan to Central America — scores of commentators prophesied that Moscow was winning the Cold War. And when Huntington wrote his essay, it was conventional wisdom that an invincible Japan would soon become the world's No. 1 economic power.

Of course, not one of these fears proved to be valid. There was a kernel of truth in each of them — an event or trend that deserved to be countered or responded to. But the dark view almost always led to a vast overestimation of our adversaries' power and strategic capabilities. The missile gap with the Soviet Union was nonexistent, the oil-rich states proved dysfunctional, the Soviet Union's interventions in Afghanistan marked the beginning of the end for that superpower, and Japan's much-vaunted economic model collapsed just as we were panicking about it.

I would update Huntington's list to add the fears that have bubbled up since 9/11 — that radical Islam is an existential danger and that we are defenseless against it, that Saddam Hussein's Iraq posed an intolerable danger to America, and, now, that an “imperial” Iran is poised to dominate the Middle East.

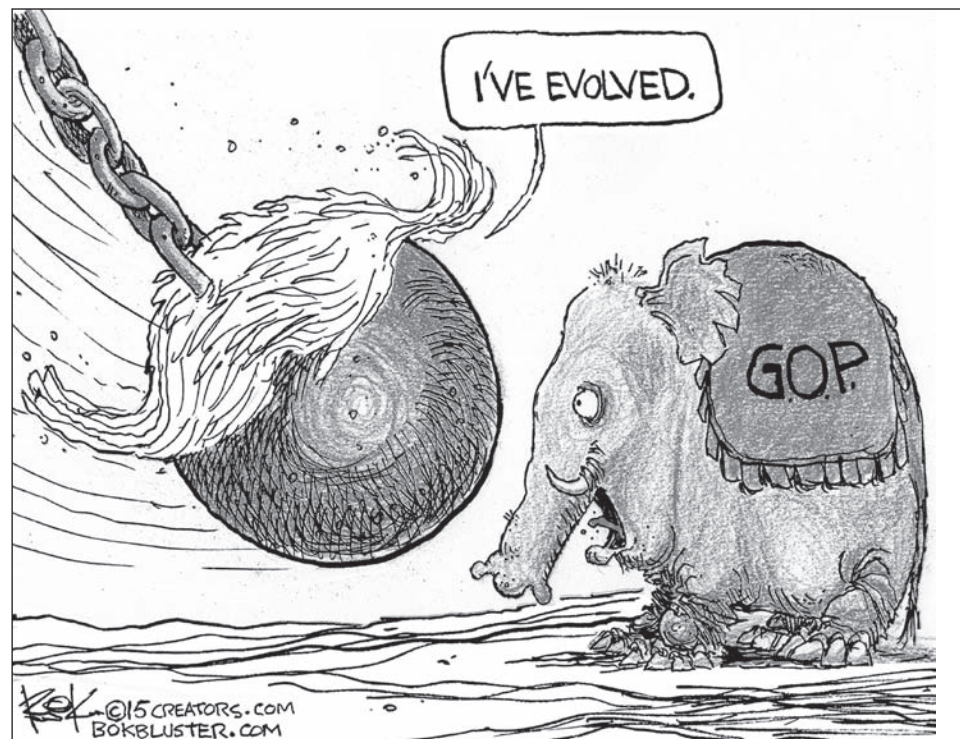
In a speech at American University recently, Pres. Obama tried to place Iran in context. It is a middling regional power with some limited ambitions and capacity.

As he pointed out, its Gulf foes outspend it militarily by eight to one. America outspends it by 40 to one. Tehran is desperately trying to prop up Bashar al-Assad's regime in Syria. This is an expensive strategy that is unlikely to work in the long run since Assad's group, the Alawites, represent less than 15 percent of the country. Meanwhile, Iran is also fielding forces in Iraq to fight the new, rising threat from the Islamic State, which is above all an anti-Shiite terror group. Being forced to fight on two fronts to preserve your security is not a sign of strength.

Think of the mistakes the United States has made when it acted out of fear, convinced that its enemies were 10 feet tall and about to triumph. In the 1950s, it helped depose democratic leaders in the Third World, fearful that they would become socialists. Later, it intervened in Vietnam. It supported the apartheid regime in South Africa. It invaded Iraq.

On the other hand, when we have kept threats in perspective and understood that

see ZAKARIA next page





## Opinion

# Catch a fish vs. give a fish: Stop the entitlement cycle now

When we hear the phrase “Give a man a fish, and you feed him for a day; teach him how to catch a fish, and feed him for a lifetime,” we frequently apply it to charitable situations, such as going to a third-world village and delivering food to people in need, versus teaching them how to farm, providing seeds and basic tools, etc. We can clearly see the “catch a fish” method is better — it empowers people to become self-sufficient, confident in their own future. But how often do we employ the “give a fish” approach within our own families, only to set them up for a life of entitlement?



DOUG  
ANDREW

wealthy families can grow up born on third base, thinking their whole life that they hit a triple. They spend their parents or grandparents’ hard-earned wealth on everything from cars, clothes and real estate, to travel and entertainment. Sometimes they may sense there’s no happiness or satisfaction in material things, so they chase it in substances, which can lead to addiction. The entitlement cycle becomes an unsustainable chase.

On the positive side, however, is the abundance cycle, where families can create predictable results for a brighter future.

They teach their children to take ownership in their own lives. They require them to “put some skin in the game.” It’s all about giving their children a hand up, rather than a handout. As a financial strategist, these are the kinds of families I’ve helped to create an “equal opportunity trust,” versus an equal distribution trust. This is something you may want to consider implementing, as well.

How does an equal opportunity trust work? Rather than just dividing up money and giving it to children, you give children equal access to the money, and require them to play an active role in qualifying for the money — and paying it back. For example,

if a child wants money from the family trust to go toward college, you would decide what the requirements are. She may need to save a certain amount or get a scholarship, and you would provide matching funds. When she graduates and is earning money, she would pay the family loan back (at little to no interest), and that money then goes on to become available to help another family member.

This principle can apply to all types of situations within a family. What if a child wants to go on a humanitarian mission, religious mission or enter military service? How about weddings, or for the start of a business venture, or the purchase of a first home? Rather than constantly dishing money out, it’s much better to empower them to borrow from the family bank, or what I call the “Legacy Bank.”

My wife, Sharee, and I each came from families of six children. We both worked our way through college. I did earn scholarships, as did she. But we worked 25 to 30 hours a week and maintained excellent study habits, because we had to budget our time. By comparison, many of our friends got poor grades because their parents just constantly shelled out the tuition, fees, room and board.

Hence, when raising our six children, we decided that we would never lead them to believe that we would pay for their col-

lege education. We provided equal opportunities. If they got a scholarship or they saved, we would match it — even for a semester abroad — but they had to go abroad to study and get A grades. It wasn’t just a vacation. We always tried to teach them responsibility and accountability and empower them to make their own decisions.

Entitlement has become such a widespread problem, it’s the subject of my upcoming book, *Entitlement Abolition*, where I give practical strategies to help families weed out entitlement that has often inadvertently taken root. I encourage you to take a look at your own family, and if you see a pattern of “just give it to me” versus “what can I do to help earn this,” address it, establish new ground rules and change the habits. It may not be easy — in fact, most families encounter resistance when the free-flowing spigot becomes a manual water pump. But the results are worth it: children and future generations who take responsibility for their own lives, who use abundance to create more abundance, and who bless the world with their talents and means. In other words, generations of fishermen.

Doug Andrew is a best-selling author, radio talk show host and abundant living coach.

## Does the plan for your 'third act' need to be double-checked?

Motivational speaker Denis Waitley once remarked, “You must stick to your conviction, but be ready to abandon your assumptions.” That statement certainly applies to your retirement plan. Your effort must not waver, yet you must also examine it from time to time.

For example, the level of risk you chose to tolerate at 35 or 40 may not be worth tolerating at 55 or 60. Additionally, you may realize that you will need more retirement income than previously assumed. With those factors and others in mind, here are some signs that you may need to double-check your retirement strategy:

Your portfolio lacks significant diversification. Many baby boomers are approaching retirement with portfolios heavily weighted in equities. As many of them will have long retirements and a sustained need for growth investing, you could argue that this is entirely appropriate. If your retirement is near at hand, however, you might want to consider the length of this bull market and the possibility of irrational exuberance. The current bull has lasted about twice as long as the average one and brought appreciation in excess of 200 percent. It could rise higher. As InvesTech Research notes, two-thirds of the bull markets since 1955 have gained 20 percent or more in their final phase.

Few analysts think a “megabear” will follow this historic rally, but even a typical bear market brings a reality check. The lesser bear markets since 1929 have brought an average 27.5 percent reversal for the S&P 500 and lasted an average of 12 months.

A poor quarter makes you anxious.

You start watching the market like a hawk and check up on your investments more frequently than you once did. Some of this vigilance is only natural as you near retirement; after all, you have far more at stake than a millennial investor. Even so, this is a sign that you may be uncomfortable with the amount of risk in your portfolio. A portfolio review with a retirement planner could be in order. A semi-annual or annual review is reasonable. One bad quarter should not tempt you to abandon a strategy that has worked for years, only to examine it in the face of sudden headwinds.

You find yourself listening to friends and pundits. Your tennis partner has an opinion about when you should claim Social Security. So does your dentist. So does a noted radio personality or columnist. Their viewpoints may be well-informed, but they are likely expressing what they would do as they share what they feel you should do. If you seem increasingly interested in the financial opinions of friends, acquaintances and even total strangers — or the latest “hot tip”



MARK  
LUND

on the market — this hints at anxiety or restlessness about your retirement plan. Perhaps it is warranted, perhaps not. It may be time to reexamine some assumptions.

You wonder about the demands your lifestyle may make on your finances. You want to travel, golf and have fun when you retire, and those potential lifestyle expenses

now seem larger than they once were. Here is another instance where you may want to double-check your retirement savings and income strategy.

You see what were once “what-ifs” becoming probabilities. You sense that you or your spouse might face a serious health issue in the not-so-distant future. It looks as if you may end up raising one of your grandchildren. It seems likely that you will provide eldercare for a sibling who may move in with you. These life events (and others) may prompt a new look at your financial assumptions. You think you will retire to another state. Say you retire to Florida. There is no state income tax in Florida. So your retirement tax burden may decrease with such a move (though some states have higher property taxes to offset the lack of state taxes). To what degree will geographic considerations affect your retirement income, or need for income? Such geographic factors are worth considering.

You wonder how deeply inflation will impact your retirement income. A recent Morningstar analysis of retiree spending data compiled by the federal government noticed something interesting: For the typical retiree, spending declines in inflation-adjusted terms between age 65 and age 90. So the assumption that retirees increase household spending over time in light of inflation may be flawed. Of course, inflation has been mild for the past several years. If inflation spikes, however, that assumption might prove wholly valid.

Looking at your retirement plan anew has merit. As the years go by, priorities change and needs arise. New questions call

for appraisals of old assumptions.

Reviewing your approach to investing and saving at mid-life is only rational, for your retirement plan must suit the objectives you now have before you rather than those you set in your past.

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

## ZAKARIA

from previous page

time was on our side, we have patiently organized our allies, negotiated agreements with our adversaries, built our internal strength and, in the end, prevailed. It is not as satisfying as the imagined thrill of military victory, but it has been a much surer path to stability and success.

Look at the facts. The United States has outlasted monarchy, fascism, revolution and communism. It will handle the threat from a middling regional power like Iran. It will outlast radical Islam, an ideology that has no answers for the modern age. To recognize this is not naivete but confidence, a confidence in America that is confirmed by history.

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



# Nothing to do with repossession, but 'repo' cruises can be a real bargain

A "repo cruise" involves the repositioning (not repossession or repurchase) of a cruise ship.

Let's say a ship has been cruising all summer long in Alaska, and now that the season is over, the company owning the vessel wants to send it to the Caribbean for the fall, winter and early spring. Well, they don't want to lose money repositioning the ship, so they fill it with passengers who would enjoy sailing down the West Coast of North America to San Francisco or Los Angeles, then package another trip down the Mexican Riviera and through the Panama Canal to its next home base in Houston, New Orleans or one of the Florida ports.

There are several advantages to a repo cruise.



**DON SHAFER**

First off, it means a non-typical itinerary with less often included ports of call. This is an important factor for me, as well as for lots of other folks. You'll be able to go to places where you may have never been. Or, you'll at least be able to see some places you've wanted to revisit.

Second of all, the cruise, more often than not, is going to cost less per day than a routine routing. The cruise company will reduce the rate to fill up the ship for what is not a proven lucrative itinerary.

Thirdly, the repo cruises usually occur during moderate climate conditions — spring or fall. For example, you can't beat moderate temperatures for a Panama Canal cruise.

Then, of course, is the fact

that many repo cruises are of shorter duration, so you might not need a lot of time off from work. A West Coast cruise ship repositioning from Alaska to the Caribbean or the Mexican Riviera is often anywhere from three to five days in length.

So, what are some upcoming super values among the repo cruises?

Well, this September, three cruise lines are offering three different three-day cruises from Vancouver, B.C., to San Francisco. Norwegian Cruise Line (\$149 for an inside cabin) and Holland America Line (\$229 inside) both offer balcony cabins starting at \$349, and there will be a stop in Astoria, Oregon, along the way. Princess Cruises (inside \$199 with balconies beginning for a mere \$299) has a stop in Victoria, B.C.

MSC Cruise Line has an

exclusive offer with a local travel agency for an October transatlantic itinerary for 18 days from Genoa, Italy, or 17 days from Barcelona, Spain, to Miami with ports of call in Malaga, Spain; Funchal, Portugal; Barbados, Martinique; St. Maarten, St. Thomas; and San Juan with inside cabins starting at \$749. That's less than \$45 a day.

The brand-new Regal Princess is repositioning for 10 days from a New England-Canada itinerary to the Caribbean. It's going from New York to Fort Lauderdale in October with stops in St. Thomas, Antigua and Aruba with inside cabins starting at \$799 and balconies \$1,029.

A super offering is on the Disney Wonder. It's a transcanal cruise this October from San Diego all the way through the Panama Canal, with stops in Cabo San Lucas, Puerto Vallarta, Cartagena and Cozumel on the

way to Galveston. Disney doesn't ever come cheap. Typically, their cruises cost at least \$150 per night per person. But this 14-day sailing starts at only \$1,400 per person for an inside cabin.

And last, but definitely not least, let me point you toward Norwegian Cruise Lines. The Pride of America will have been in dry dock in San Francisco and will be going back to Hawaii next March. This repo sails for 12 days and includes stops in Maui, Hilo, Kona and two days in Kauai, ending in Honolulu. Inside cabins from \$999, balconies from \$1,599. Compare this with the regular seven-day itinerary round trip from Honolulu on March 26 with inside cabins beginning at \$1,849.

Forget about repossession. Never mind repurchasing. Think "repositioning." It's a great, unique opportunity for cruising.

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# TALENT TALK

## Necessary Steps to Create and Lead Incredible Teams

Our last article was my inaugural "Talent Talk" article and discussed the potential power of the talent and team leaders of our organizations and the importance of engaging these teams. This month's article was written by Aubrey Robison, our workforce solutions expert and vice president of sales and professional services, on how to engage our teams.



Ron Zarbock

With so many buzzwords floating around about "generational gaps," "culture," and "employer competitive edge," it makes sense that

many leaders know it is absolutely critical to be able to create and lead incredible teams in order to compete in today's work environment. However, many employers don't quite know where to start, much less keep up with the experts. We have worked with hundreds of employers over many years, and in that time we have found that above and beyond all of the buzz, here are four steps employers can take to help them build and retain incredible teams:

First and foremost, **tell your story**. Sounds simple enough, right? But it is amazing how many organizations do not have a clearly defined story, purpose and passion statement. Think

about your workforce right now and ask yourself if every one of them, from the first person you ever hired to the person you hired last week, know your story. Do they know what your company stands for or who they serve by being in business? Do they truly understand the mission behind the statement? So frequently employers get caught up in the "ramp up" phase as their business grows, but forget that their story — their "why" — is what created that passion in the first place, what keeps them in business and is what keeps them relevant to their clients and employees. Human beings, by nature, want to be part of something they can be proud of, so if you are sharing your purpose with every new hire, you are already setting them up for success and tenure.

Second, **keep your ears open**. How often do we forget our employees tend to know their jobs better than we do? Every company should enact an open-door and open-ear policy to the ideas of those who are working in those areas of specialty every single day. How else will we let our teams know they are important and valued if we are not consulting them before making changes to their routines? More often than not, when we go to our teams and request their insight, we walk away with a solution that can be embraced and implemented, not one that is enforced and resisted.

Next, **shine the light**. It is critical

that we remind individuals what they are capable of. Previously, it was common for employers to hire once for a position and keep someone in that role indefinitely. Those days are gone. As employers, we have to be seekers of talent and expert matchmakers at placing that talent in just the right position to maximize results. It is our duty to train people to be the best and then afford them the opportunity to advance within our companies and within their personal lives. It is our privilege to let employees know that they possess great value and are capable of great things. We should hope that every employee is so passionate about what our companies stand for that they hope to someday rise to the top. Of course, we all know that would not necessarily be everyone's cup of tea, but imagine how inspired and committed your teams would be if they looked after your company as if it were their own. It is up to leaders to motivate their people to higher levels of achievement and, most importantly, believe it to be possible.

Lastly, **take the time to really know who you hire**. I am a firm believer in utilizing technology to understand and optimize the power of our biggest challenge: our people. It is becoming a standard for top performing companies to use data-driven, scientifically-validated methodologies to organize teams and develop employees with confidence. Utilizing such tools is not a

requirement, but they do help you move through this process more efficiently and with less human error. The quicker we get to know people for who they are, what motivates them, and what their behavioral tendencies are, the easier we can develop individualized plans on how to engage with them at their level of understanding. It is our job as leaders to adapt to the behavioral styles of individuals on our teams, not the other way around. Let me reiterate the importance of this: We must change *our* interactions to match what the people we manage are able to connect to and digest. People will always work harder and longer for a leader with whom they feel a personal connection and tie — it's common sense. There is no amount of money that can override humanity's innate drive to be valued and accepted. It is absolutely paramount to take the time to individually know each person you manage and adjust your coaching, criticism, praise and routine engagement to meet his or her unique needs.

Teams exist within every organization in a multitude of environments, each unique. Based on my experience with hundreds of employers and observing the best groups I have encountered, I believe these basic steps can be executed right away to have huge impact on morale, turnover and production. Each step is simple, but do not let simplicity fool you; after all, we are all human.

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**PRISON***from page 1*

the decision “very difficult” and noted opposition existed from Salt Lake City Mayor Ralph Becker and others.

“But we have to do what’s in the long-term best interests of the state of Utah, and I believe, given what we have heard today, both from a short-term and a long-term cost perspective, Sen. Stevenson’s motion is the appropriate one, and I think that it will be a double-win for the state,” Wilson said.

He added that he would work with Salt Lake City “to make sure that this is something that has as little impact on them as possible in a negative way.”

Becker and City Councilman James Rogers issued a statement after the vote, saying they were “troubled” by the decision and that it occurred “despite the vocal and constant opposition from our community and information Salt Lake City has provided that this site is unsuitable for this use.”

“Salt Lake City will continue to fight today’s decision, and we look forward to working together with Salt Lake City’s legislators to pursue all options to prevent the prison being built. This state prison would be a

new, additional burden, removing taxable property and potentially adding costs,” the statement said.

Not counting an expected \$550 million to build the prison, an economic analysis of the sites indicated that while Salt Lake City’s location would have \$154 million in upfront costs — much of it for site preparation on land near the Great Salt Lake — operational costs over the prison’s first 50 years would total about \$423 million. By contrast, the Grantsville site would have \$135 million in upfront costs and \$676 million in long-term operating costs, Eagle Mountain would have about \$90 million in upfront costs and \$737 million in operating costs, and Fairfield would have \$100 million in upfront costs and \$757 million in operating costs.

The Salt Lake City site has “tricky and challenging” soil subsurface conditions, making it “a challenge” to build there, consultants told the commission. But it also offers better access to courts and medical facilities and for staffers, volunteers, vendors and visitors than the other sites.

Robert J. Nardi, senior vice president of the Louis Berger Group, said each site has its own challenges. The ones at the Salt Lake City site are pretty common for a project “of this nature and scale. ... There’s nothing that

can’t be overcome with the appropriate amount of time, energy and resources,” he said.

Also factoring into the decision was the potential for additional economic development with the prison relocation. The analysis indicated that it was “high” for Salt Lake City, “moderate” for Grantsville and Eagle Mountain, and “low” for Fairfield.

Jeff Edwards, president and chief executive officer of the Economic Development Corporation of Utah, which helps bring companies to Utah and expand existing ones, said the prison could bring economic benefits to any of the sites.

“However, in the case of the rural sites, a new prison may also create a greater economic risk to some of those communities nearby. ... Now, some businesses may not be concerned with being located next to a prison — and there are plenty of examples of how that’s worked in other parts of the country — but, on the other hand, there are others that may be so concerned about this that they would not consider relocating nearby, which would frankly put these communities at a disadvantage in their ability to attract new businesses,” he said.

Some of the non-Salt Lake City sites have other plans for their properties that are incompat-

ible with prison use. In contrast, the Salt Lake City site is near existing industrial development and is part of the city’s master plan for industrial development, he said.

After the vote, Lane Beattie, president and chief executive officer of the Salt Lake Chamber, issued a statement calling for the legislature to “thoughtfully consider and support” the commission’s recommendation.

“This is a complex issue. Today’s recommendation is the culmination of a thoughtful and methodical process including dozens of studies and countless hours by those involved,” Beattie said.

A consulting firm, MGT of America Inc., has indicated that at least 500 acres are needed for a new prison, which is expected to take three years to build. Despite some calls for the new facility to be on the Draper site, the legislature has rejected that idea. Commissioners have described it as old, antiquated, unsafe and expensive to operate. It opened in 1951 and has about 100 buildings. MGT has estimated that while a new prison would cost \$550 million, maintaining and improving the existing one would cost \$578 million over 20 years.

The Draper prison has about 4,000 inmates and 800 employees. The state prison system has about

7,000 inmates. Other than the inmates in Draper, there are some at the Central Utah Correctional Facility in Gunnison, a facility that will be expanded over the next decade or so, and about one-fourth are in county jails.

Both Edwards and Beattie spoke enthusiastically about the economic development potential at the Draper site, in the middle of the “Silicon Slopes” high-tech center. A study has indicated that after full build-out, the site would generate \$1.8 billion annually in economic output, create more than 18,000 jobs, and generate \$94.6 million in annual state and local tax revenues.

Edwards likened the opportunity to one 40 years earlier, when the University of Utah was granted land where Research Park is today.

“And that has been, of course, the home to new companies and research that have created a remarkable economic impact on our state for the last 40 years in terms of high-paying jobs and companies that are there,” he said. “I think if the Draper site is done properly, it would have even greater impact, given its proximity to the explosive growth in tech companies that’s happening in the southern part of Salt Lake County and the northern part of Utah County.”

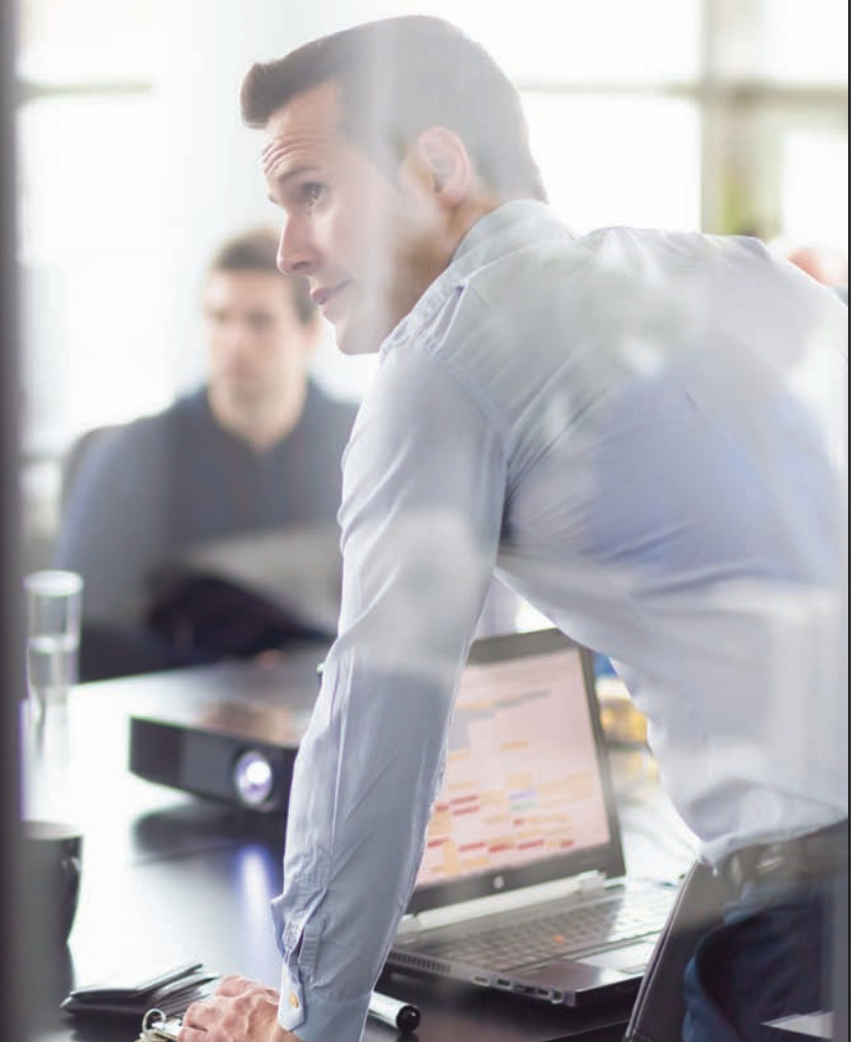
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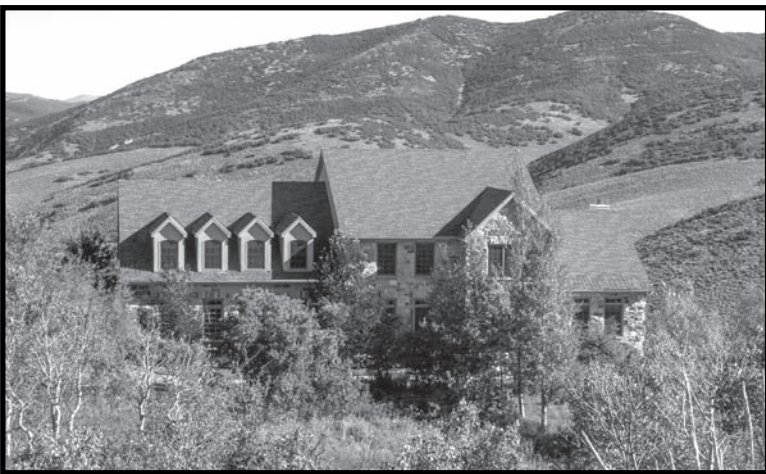


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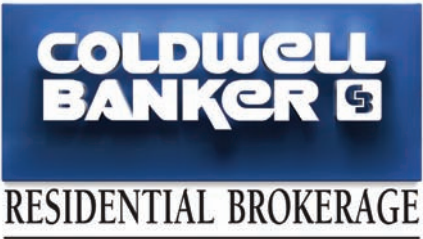
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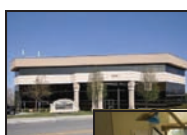
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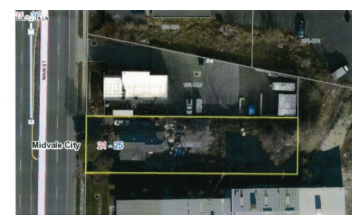
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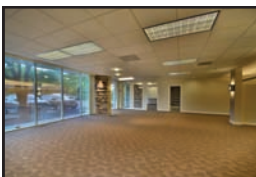


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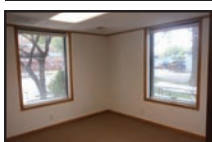
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Updated Baths  
Space Can Be Reconfigured  
\*Excludes Interior Janitorial

**TERRY CONONELOS 801-205-7019**

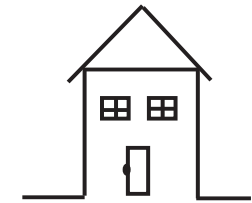
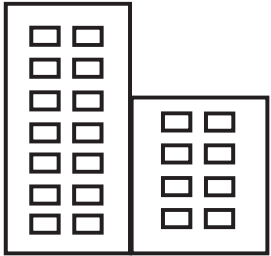
**Vine Street Office Park-For Sale or Lease**  
682 E. Vine St. #7



**\$330,000 OR \$16-Full Service**  
1,920 Sqft  
7 Lrg Offices, Conf Rm, Break  
Rm & Reception Are  
Top Quality Finishes

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## EVEREST COMMERCIAL GROUP

6925 SOUTH UNION PARK CENTER, SUITE 100 • COTTONWOOD HEIGHTS, UT 84047



### OWNER/USER FOR SALE

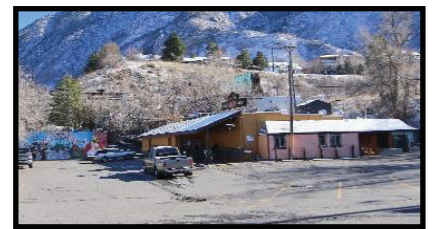
4381 So. Highland Dr.  
4,702 Sq. Ft. Office Building \$587,750

- 0.31 Acres
- Great Frontage on Highland Dr
- On-Site Parking
- 2nd floor and basement have separate entrances and could be leased to provide income.

### OWNER/USER FOR SALE

Canyon Inn Restaurant/Club  
3700 Fort Union Blvd. \$2,200,000

- Approximately 5,600 Sq. Ft. on 0.73 acres
- Great ski & bike location
- Iconic Property at entrance to Big Cottonwood Canyon ski resorts
- Club License if needed



### BUSINESS/RESIDENTIAL FOR SALE

Victorian Home 419 E 100 S. \$690,000

- 4,360 Sq. Ft. plus 800 Sq. Ft. Carriage House
- Updated plumbing, HVAC and electrical
- On-Site Parking
- 8 bedroom, 5.5 Baths includes Carriage House

### BUSINESS/RESIDENTIAL FOR SALE

Victorian Home 411 E 100 S.  
\$700,000

- Approximately 5,568 Sq. Ft.
- Blocks from downtown
- On historic register
- Use could be office or residential



### MULTI-TENANT INVESTMENT FOR SALE

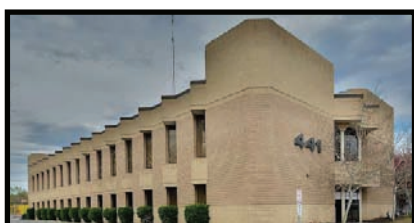
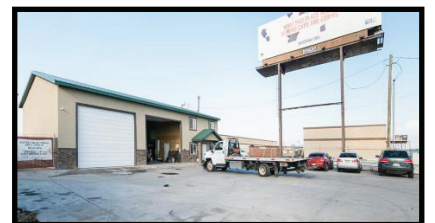
1811 Sidewinder Dr Park City, UT \$1,550,000

- Rare opportunity to purchase in Park City
- Great Tenant Mix
- Next to Marriott Hotel in Prospector Square
- Pro-forma NOI = \$148,119.22

### OWNER/USER FOR SALE OR LEASE

2868 S. 460 W. 3,750 Sq. Ft. Office/Shop  
0.64 Acres \$700,000/\$3,500 mo. NNN

- Great signage from I-15
- Large garage space for light or heavy trucks or manufacturing
- Fenced storage yard
- Zoned M2 • Apartment in warehouse



### OWNER/USER FOR SALE

441 E 3900 So.  
15,742 Sq. Ft. Office Building \$1,599,000

- 2 Story
- 1.61 Acres • 80-plus Parking Stalls
- Former Financial User with bank drive-in
- Pre-approved - SBA

### COMMERCIAL LAND FOR SALE

0.76 Acres 3583 West 9800 South  
\$562,000

- Development ready, land lease/BTS
- Great location/access on Bangerter
- Site pre-approved for 2-story 12,000 sq. ft. medical/professional office building
- Hard corner







## OFFICE PROPERTY FOR LEASE

# Northgate Park

350 West 800 North, Salt Lake City



Total space available: 14,055 SF • Rental Rate: \$9-\$11/SF/YR • Min Divisible: 1,850 SF • Max Contiguous: 7,095 SF • Building Class: B



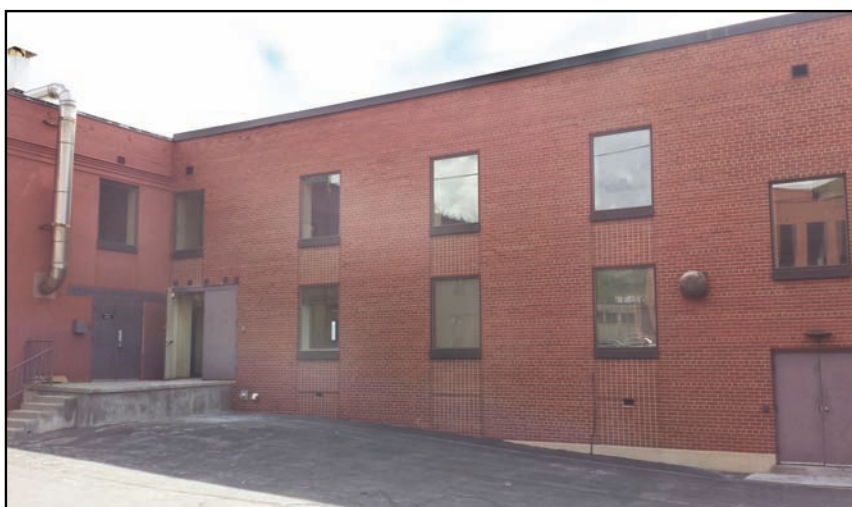
### **All of Floor 3**

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



### **East Side of floor 2**

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



### **West Side of Floor 2**

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

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

**This is the best office space in downtown Salt Lake City. Freeway friendly location with access to I-15 off 600 North. Great on-site landlord.**

**CONTACT: James Rogers**  
**801-891-6932 jamesrogers@utahsign.com**



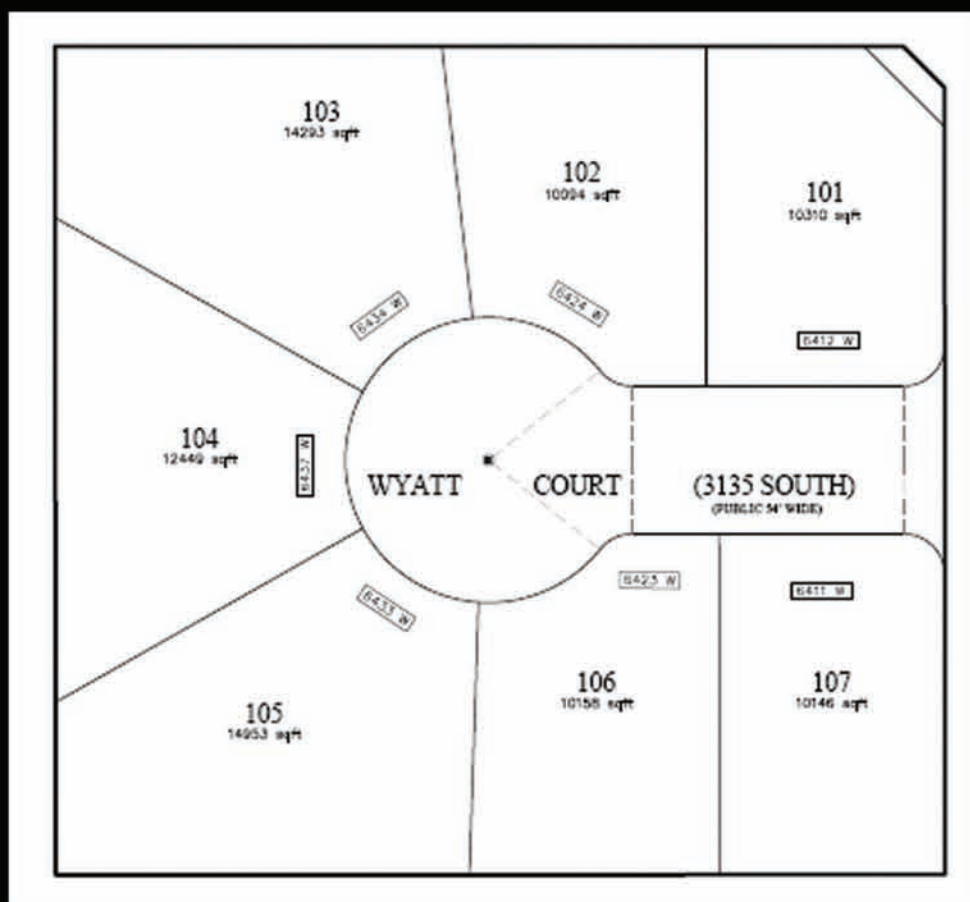


# WYATT ACRES 7 Paper Lots West Valley City

**SWC 6400 West 3100 South WVC, Utah  
Preliminary Plat Approved by West Valley City  
Civil Engineering and Survey Complete**

**Lots Available from 10,000-15,000 square feet**

## **\$315,000**



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**Growth Aid LLC adam@growthaid.com**





**FREE** All-Inclusive Beverage Package for two when you book a balcony, mini-suite or suite + **FREE** Specialty Dining for two when you book a mini-suite or suite!‡  
**PLUS, up to 50% off 3rd and 4th guest fares \*\***

**BOOK**

with only a \$100 deposit per person!

## CARIBBEAN

6-day | November - December 2016  
 Roundtrip Ft. Lauderdale

Balcony: **\$899\*** Mini-suite: **\$1,099\***

Fares based on Caribbean Princess® 11/13/16 sailing. Taxes, fees and port expenses of up to \$110 are additional and subject to change.

## ALASKA

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

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

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

## ALASKA LAND & SEA VACATIONS

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

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

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

## SCANDINAVIA & RUSSIA

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

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

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

## MEDITERRANEAN

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

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

Fares based on Royal Princess® 5/7/16 sailing. Taxes, fees and port expenses of up to \$275 are additional and subject to change.

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

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

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

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

Offer valid: July 9 - August 18, 2015 Reference campaign code PP5MD021/PP5MD421. Promo code R7-

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

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