

Focus

MEET & EAT IN UTAH

pages F1-F16

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The iconic MediaOne building and its modern printing equipment in West Valley City are among the assets purchased by the Deseret News as part of a major alteration of the long-standing operating agreement between Salt Lake City's two daily newspapers.

Deseret News to buy assets of MediaOne, will print both dailies

John Rogers
The Enterprise

Salt Lake City's two daily newspapers, *The Salt Lake Tribune* and *Deseret News*, have been competitors — and partners — for more than six decades. An announcement last week signaled major changes to that relationship. The *Deseret News* has purchased the printing facilities and real estate of the partnership. The competing parts of the two entities — the news operations — will remain separate and indepen-

dent.

The *Tribune* and *Deseret News* first began cooperating on things like printing, advertising and circulation operations in 1952 with the formation of the Newspaper Agency Corp. — later to become MediaOne. Such "joint operating agreements" were authorized by Congress to ensure the survival of competing newspapers within the same market. The newspapers share expenses and profits based on a formula mostly based on each paper's circulation.

Under the new agreement, the *Deseret*

see **DESNEWS** pg. 7

Governor tabs action team to tackle dirty air

The office of Gov. Gary R. Herbert has announced the creation of a Clean Air Action Team to gather research, work with the public and recommend strategies to improve Utah's air quality. Members of the team come from the legislature, healthcare community, industry, local businesses, advocacy groups and research institutions representing various perspectives on air quality.

"The action team's recommendations will cover the gamut — everything from regulation, legislation, education, research and transportation," said Herbert. "I want to assure you that no possible solution will be left unturned."

The Clean Air Action Team will review and recommend regulatory or statutory remedies to policy makers to improve Utah's air quality statewide. It will operate as an independent work group, facilitated by Envision Utah.

The Clean Air Action Team consists of the following individuals: Lonnie Bullard, Jacobsen Construction; Dr. Michelle Hofmann, physician with Breathe Utah; Susan Hardy, Mountainland Association of Governments; Dr. Robert Paine, pulmonologist, Program on Air Quality, Health and Society and University of Utah; Amanda Smith, executive director, Department of Environmental Quality; Sarah Wright, executive director, Utah Clean Energy; Ralph Becker,

see **CLEAN AIR** pg. 4

Airport rebuild called opportunity for small businesses

Brice Wallace
The Enterprise

It will take perhaps a decade to complete and cost \$1.8 billion.

And for small businesses, it represents opportunity.

The redevelopment of the Salt Lake City International Airport Terminal obviously represents an abundance of work for architects and engineers. But Pete Higgins, director of maintenance at the airport, said last week that lots of work will be handled

by trade contractors.

Speaking at a breakout session at the eighth annual PTAC (Procurement Technical Assistance Center) Symposium, for companies interested in government contracting, Higgins listed among the contractors needed for the project will be those specializing in site work, concrete, steel, mechanical, electrical, plumbing, fire protection, building and security, drywall, woodwork, stone walls and floors, paint and wall coverings, and signage.

Salt Lake City has selected the top candidate to be the "construction manager at risk," or CMAR, which will essentially be

the project's general contractor. The city is currently negotiating the contract with that top candidate. Subcontractors will be with the general contractor, with the city overseeing the bidding process, Higgins said. Trade subcontracts will be competitively bid, with the pre-qualifying process undertaken by the general contractor.

Higgins noted that all construction workers will need to have an airport-issued ID badge that requires fingerprint verification and a background check, as well as meeting other Salt Lake City requirements.

see **AIRPORT** pg. 7



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Greg Bell to head UHA

When Greg Bell resigned earlier this month as the lieutenant governor for the state of Utah, he told voters he needed to get to work and make a living for his family. It didn't take him long to find a job. The board of trustees of Utah Hospital Association (UHA) has appointed Bell as president and CEO of the organization, effective Nov. 1.



Greg Bell

Bell brings more than 23 years of public policy experience to UHA, having served as a senator in leadership positions in the state Senate until his appointment by Gov. Gary Herbert as lieutenant governor on Sept. 1, 2009.

Bell has held a number of leadership positions dealing with healthcare policy issues, including chair of the Executive Health Policy Group, composed of Utah's top healthcare policy leaders. The group prepared the statewide Health Innovation Plan, which it presented at the Governor's Healthcare Summit in September. He also served a chair of the Governor's Tort Reform Medical Liability Workgroup, which recently developed a groundbreaking, voluntary early disclosure and resolution program addressing the needs of patients with adverse medical outcomes.

Bell also co-chaired the Utah Health Exchange Advisory Board; chaired Utah's Emergency Management Administration Council responsible to coordinate state, local, federal and private sector emergency response planning, including hospitals and other health systems; and while a state senator, served on the Legislative Health Reform Task Force.

Bell has also been active in a variety of community initiatives, including serving as chair of the Homeless Coordinating Council, Utah Commission on Volunteers, the Utah Multi-Cultural Commission and honorary co-chair with Mayor Ralph Becker of the Civility Group Advisory Board. As a state senator, Bell sponsored more than 20 healthcare-related bills or resolutions from 2003-2009.

Born and raised in Ogden, he graduated from Weber State University and the S.J. Quinney College of Law (University of Utah). He practiced law at Kirton & McConkie and most recently at Fabian & Clendenin. He is a past mayor and city councilman in Farmington and was chair of Envision Utah, an internationally acclaimed collaborative land use and transportation planning organization.

Bell and his wife, JoLynn, reside in Fruit Heights. They are the parents of six children and 20 grandchildren.

UCAP grants to help train sought-after employees

Utah students and business owners with a focus on technology, manufacturing or healthcare will soon reap the benefits of a newly approved grant program that funds training for students in highly sought-after fields. The grants are part of the Utah Cluster Acceleration Partnership project, known as UCAP, which was created to better align industry workforce needs with education programs. It is a partnership between the Department of Workforce Services, the Governor's Office of Economic Development and the Utah System of Higher Education. The money goes to expand or create programs in information technology, healthcare, energy and manufacturing, among others.

The \$1 million grant was approved to expand or create programs at higher educational institutions throughout the state. These programs range from IT, energy research and medical assisting to advanced machining and manufacturing.

"Business owners throughout Utah are clamoring for skilled workers, and this program helps train students in these growing fields," said DWS executive director Jon Pierpont. "This newly approved grant money will fund vital high-tech learning programs that our students want and our businesses need."

"As our state economy grows businesses are counting on the state to have a partnership in place that will train the workforce of tomorrow," said Spencer Eccles,

GOED executive director. "Today's students need training that will insure our businesses have a workforce with the right skill sets and the UCAP program helps to meet that need."

"Investing in education today builds the foundation for a strong economy tomorrow," said Commissioner of Higher Educa-

tion Dave Buhler. "We're pleased to implement these programs and expansions to support Utah's economic engine."

The money comes from the Unemployment Insurance Job Growth Fund, and is available for programs to access immediately.

Details emerging about Esurance's planned operation in Weber County

Brice Wallace
The Enterprise

Esurance's planned operations that will bring 700 new jobs to Weber County will feature mostly customer service positions at a site in Business Depot Ogden.

Those details were revealed during the Governor's Office of Economic Development (GOED) board meeting in October, when Esurance's parent, Allstate Corp., was approved for a tax credit and other incentives to bring those jobs to Utah.

Eric Nay, GOED incentives manager, told the board that the customer service operations in Ogden will feature 450 processing representatives, 190 service representatives, and 40 supervisors and trainers, with the remainder being other management officials.

Esurance, which offers insurance online, over the phone and through select agents, will create the 700 jobs over the next 20 years. But Corey Luecht, director of real estate and special projects for AllState, indicated the company won't be waiting to get the project under way.

"We're really excited to come here," he told the board. "We've looked at Utah for a couple of different projects and you weren't selected before, but we have brought this one here. We're really excited about bring 700 jobs here. We're really excited about the labor force here, and [we're] ready to get going. We've got a tight timeframe, so we're going to get moving right away."

Nay said Utah had competed against South Carolina for the project.

Jeff Edwards, president and chief executive officer of the Economic Development Corp. of Utah, which works with GOED on business recruitment, said the project represents a big win for the state because it involves the insurance industry.

"We have tried to land an insurance project now for at least 12 years that I'm aware of, and we've never been successful," Edwards

said. "So, Corey, you're breaking some new ground for us as well, which we appreciate."

The total incentive for Allstate is actually nearly \$7 million. In addition to the \$5.8 million tax credit, the company was approved for Industrial Assistance Fund (IAF) training funds of \$250,000, a Utah Department of Workforce Services training grant of \$250,000, an IAF relocation grant of \$500,000 to offset moving costs, and a \$160,715 IAF economic opportunity grant. The company also received an incentive from Ogden.

"We'll promise you as much support as you'll need to make sure this is a home run for you," Ogden Mayor Mike Caldwell said during the meeting. "I think this can be the first of many [insurance projects], as Jeff said, but you guys will have the cream of the litter to pick from, being first in, and we'll make sure that that happens."

People wanting to apply for jobs and stay informed about upcoming Esurance career fairs can find information at <http://www.esurance.com/about/jobs>.

The new office represents a \$15 million capital investment by Esurance. The company is expected to pay \$610 million in wages over the next 20 years. To be eligible for the incentive, Esurance must pay at least 25 percent above the county average annual wage, including benefits. The project also is expected to result in \$23 million in new state taxes during that period.

Esurance was founded in 1999 and employs nearly 3,000 associates nationwide. It uses an award-winning website with tools and customer service designed to make the insurance processes easier, from quote to claim. It launched its online car insurance offerings in 1999 in four states. The company offers coverage to nearly 90 percent of the U.S. population. Its website says its car insurance coverage is available in 39 states. In addition to car insurance, Esurance offers homeowners, renters, health, life and motorcycle insurance.

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EDCU reports major employers looking at possibilities in Utah

Brice Wallace
The Enterprise

Is Utah primed to land a huge, 2,000-job recruitment project?

While cautioning that Utah might be a long shot, Jeff Edwards, president and chief executive officer of the Economic Development Corp. of Utah (EDCU), told the Governor's Office of Economic Development (GOED) board at its October meeting that "we are getting a chance to look at projects that are things that we would never have been getting calls about just a few years ago."

This summer, he said, EDCU worked on a project "valued at well over \$5 billion" that would employ almost 2,000 people.

"It's from a huge, large-scale, global company looking to potentially find a site somewhere in the western United States, and we made the [consideration] list," Edwards said. "It would be the largest project we've ever seen in our history and in GOED's history as well, and it could very well go beyond those numbers."

"Whether we win it or not, it's important to note that we're being talked to. People are calling us about that, they've seen the success we've had and we're getting that kind of opportunity."

During his briefing to the board, Eric Nay, GOED incentives

manager, mentioned an even larger capital expenditure figure.

"We see some [projects] coming down the pipeline, as Jeff had mentioned," Nay said during his PowerPoint presentation. "One's an \$11 billion project, so we'd have to create a new chart for that. But we are seeing a lot of projects that really grow capital investment."

To put those figure in perspective, projects receiving GOED

incentives so far this fiscal year, starting in July, have a total of \$67 million in planned capital investment. This summer, Chris Conabee, GOED's managing director of corporate recruitment and business services, said that the 2012-13 fiscal year featured incentives to companies planning a total of \$1.064 billion in capital spending in Utah.

EDCU works with GOED on corporate recruitment efforts.

Companies are not identified until the GOED board approves an incentive. During his presentation to the board, Edwards noted that 11 companies "are on the cusp of making a decision" about whether to expand into Utah.

EDCU has certainly been active. In September, it was involved in 17 "qualified" leads, and October's figure should top that. "It's keeping us very busy, to say the least," he said, nothing that the

projects are in several types of industries and that the companies are considering both the Wasatch Front and outlying areas. "The good news is we have a lot happening and a wide variety," he said.

"We are absolutely in the right place at the right time, and we feel like we need to just take advantage of all the great momentum that has already been building," Edwards said.

Helium production begins at Utah's Harley Dome facility

IACX Energy has begun helium production and sales from a new facility located at Harley Dome in Utah, approximately 40 miles west of Grand Junction, Colo. The facility is the first helium-only application to extract the rare gas from federal lands and is IACX's third helium plant.

The Harley Dome field was discovered in 1925 and was designated "Federal Helium Reserve No. 2" by President Franklin Roosevelt in 1934. Despite the proven nature of the reserve, it has remained unexploited until now. The field's unusual gas composition (7 percent helium with the balance being mostly nitrogen) and its low reservoir pressure proved to be a barrier to pri-

or attempts to develop the field. IACX's small scale, low pressure helium extraction technology has allowed for this helium deposit to be finally produced, some 90 years after its initial discovery.

At a time when domestic helium supplies are on decline and the federal helium storage is depleting, IACX is actively developing new domestic supplies. For almost 100 years, the United States has been the world's largest producer of helium, but conventional, domestic supplies are declining and other international sources (Algeria, Qatar and Russia) are on the rise. Helium has strategic and indispensable uses in many high tech applications such as MRI machines, semi-conductor manufac-

turing, the NASA space program and fiber optic cables. The availability of domestic supplies of helium is critically important to a wide array of U.S. industries.

IACX is developing other high-helium deposits across the country and is positioned for rapid growth as it continues to combine its helium purification technology with its ability to locate and produce helium-rich feed stocks. The company is also working with various natural gas producers to highlight the considerable value of helium that may be present in their production. IACX believes that significant volumes of helium are not recovered by today's natural gas producers, according to company officials. Where helium is

present in economic quantities, its value help can offset the impact of low natural gas prices.

IACX Energy designs, fabricates, deploys and operates a proprietary fleet of skid-mounted natural gas treating assets that removes nitrogen and extracts helium from natural gas at or near the wellhead. These assets are modular and can be moved with relative ease.

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Enterprise

UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

Enterprise Newspaper Group
825 North 300 West Ste. 309
Salt Lake City, Utah 84103
801-533-0556 FAX 801-533-0684
www.senterprise.com

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Subscription Rates:
Online only, \$55 per year
Print only, \$65 per year
Online and Print, \$75 per year

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Periodical postage paid at Salt Lake City, Utah
POSTMASTER: Send address corrections to:
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Salt Lake City, Utah 84147

UMA recognizes members for successful efforts in manufacturing categories

The Utah Manufacturers Association (UMA) recently held its Manufacturing Summit at which nearly 20 companies were recognized for their efforts to focus on several areas vital to manufacturing success. Those areas included continuous improvement, process reliability, quality management systems and problem solving. Companies were awarded based on their ability to address each of the specific award categories and demonstrate excellence in the specific category.

The companies recognized for their excellence in these categories include American Equipment, Barnes Aerospace and Energy Solutions for quality management system; The Boeing Co., L-3 Communications, Ophir-Spiricon LLC, Morinda, Thrive Life and Exelis Inc for continuous improvement; Energy Solutions for equipment/process reliability; and GENCO-Hershey's Chocolate, Icon Health and Fitness-Logan Division and Morinda for problem solving capability.

Recognized for their meritorious efforts in the various categories were American Equipment, Futura Industries, Kaddas Indus-

tries and Wilson Electronics for continuous improvement, Cold-sweep Inc. for problem solving capability and Excelsis for quality management system.

The summit focused on the ever-increasing need for workforce development in the manufacturing industry and removing barriers to entry into the industry. The summit additionally addressed image and perception challenges while discussing the public perception and understanding of how manufacturing impacts our daily lives.

For nearly 45 years, the Utah Manufacturers Association has recognized tremendous efforts by Utah manufacturing companies in the state. The association has a long history of recognizing these companies for their efforts in improving their manufacturing processes, contributing to the communities in which they live, and in providing a safe working environment for their employees.

The Utah Manufacturers Association has claimed the title of the "voice of industry" in Utah for 108 years. Its stated mission is to enhance the business climate in the state.

Radiate tops fastest-growing list again

For the second year in a row, Radiate Media has been named Utah's fastest-growing company by MountainWest Capital Network (MWCN). The announcement was made at the organization's 19th annual Utah 100 Awards Program last week.

"This is the first time we have recognized the same company as the fastest growing company two years in a row," said Devin Thorpe, president of MWCN. "What a great tribute to Radiate Media, who is experiencing such great growth and success. It requires amazing compound growth to be at the top of this list two years straight."

"We congratulate each of the companies in the Utah 100, Emerging Elite and Top Revenue Growth Companies for their tenacious work, entrepreneurial spirit and growth. Utah provides one of the best environments in the U.S. for businesses to succeed and these companies represent the growth engine for Utah jobs," Thorpe continued.

MWCN also recognized the 15 Top Revenue Growth Companies and the 14 Emerging Elite companies in Utah.

The Utah 100 rankings are determined from thousands of eligible companies throughout the state representing all industries. The rankings are determined by the percentage of revenue increase from 2008 through 2012. The top 15 from the Utah 100 list include 1. Radiate Media, 2. Campus-

BookRentals Inc., 3. HireVue Inc., 4. Equinox Business Solutions, 5. LifeVantage Corp., 6. Peak Capital Partners, 7. 3 Key Elements Inc., 8. The Ready Project, 9. ZAGG Inc., 10. ENVE, 11. Wadsworth and Sons, 12. Property Solutions International Inc., 13. IntegraCore LLC, 14. Academy Mortgage and 15. School Improvement Network Inc.

Fifteen companies were recognized for having the largest dollar amount of revenue growth

between 2008 and 2012: 1. Huntsman Corp., 2. Nu Skin Enterprises, 3. Ancestry.com Inc., 4. Overstock.com Inc., 5. ZAGG Inc., 6. Academy Mortgage, 7. USANA Health Sciences Inc., 8. Diamond Wireless, 9. Vivint Inc., 10. Merit Medical Systems Inc., 11. Myriad Genetics Inc., 12. Extra Space Storage Inc., 13. England Logistics, 14. LifeVantage Corp. and 15. Ralph L. Wadsworth Construction Co. LLC.

Firms join to offer ACA help

Two Utah companies have partnered to help Utah residents answer questions and provide pre-enrollment assistance for the new Affordable Care Act (ACA). Oct. 1 marked the beginning of open enrollment under the law. Arches Health Plan and Dialogue Marketing have joined forces to offer Utah residents help in understanding their coverage options.

Part of Arches' responsibility as a new CO-OP (Consumer-Oriented and Operated Plan) established through federal loans from ACA is to help educate the community about the law — whether consumers choose Arches or not. Arches received startup and solvency financing through ACA. The CO-OPs are also designed to focus on vulnerable populations that are disproportionately uninsured — groups likely to need help navigating their choices in the new marketplace for insurance.

The new partnership allows consumers a place to get the answers they need from qualified licensed personnel by telephone. In Utah, navigators and certified application counselors must complete state licensing and pay a surety bond before providing enrollment assistance.

"While small nonprofits are

getting fully licensed as navigators and healthcare.gov works out its remaining difficulties, Utah residents need more tools to explain their options for coverage and subsidies under the Affordable Care Act," said Judi Hilman, Arches vice president of strategic partnerships and consumer engagement. "To see the full range of options, consumers will need to be patient with healthcare.gov or they can enroll using a toll free number, 1-800-318-2596. In the meantime and going forward, Dialogue Marketing has licensed insurance agents equipped to help members of the community that may not be reached by brokers and agents."

Dialogue Marketing chief operations officer Jason Lancaster said his company's agents are excited to help people receive health insurance for the first time. "Helping pioneer the Affordable Care Act is an extraordinary opportunity for us," Lancaster said. "We want to ensure anyone who has a question receives an answer and anyone who needs coverage knows their options to make an educated enrollment decision."

Affordable Care Act eligibility assistance from Arches and Dialogue Marketing is available by calling 877-334-4947.

CLEAN AIR

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mayor, Salt Lake City; Ben McAdams, mayor, Salt Lake County; Matt Sibul, Utah Transit Authority; and Kathy Van Dame, Air Quality Board.

Also, Ryan Evans, Salt Lake Chamber; Ron Jibson, president and CEO, Questar; Andrew Gruber, executive director, Wasatch Front Regional Council; Dr. Charles Sorenson, CEO, Intermountain Healthcare; Jeff Edwards, executive director, Economic Development Corp. of Utah; Dr. Edward Redd, state representative and physician; Patrice Arent, state representative; Rebecca Chavez-Houck, state representative; Stuart Adams, state senator; Lowry Snow, state representative; David Brems, GSBS Architects; Roger Jackson, FFKR Architects;

Peter Stempel, Stempel Form Architects; and Steve Sands, Kenne-cott, Air Quality Board.

Other team members include Ted Wilson, executive director, UCAIR; Angelo Papastamos, UDOT Travelwise; Dan McArthur, mayor, St. George; Dr. Robert Gillies, state climatologist; Robin Erickson, Utah Clean Cities; Dr. Bob Rolfs, deputy director, Utah Department of Health; Nancy McCormick, state president, AARP; Linda Johnson, League of Women Voters; Terry Marasco, executive director, Moms for Clean Air; Joseph Shaffer, director of health, Tri-County Health, Uintah Basin; Vicki Varela, director, Utah Office of Tourism; Cody Stewart, governor's energy advisor; Alan Matheson, state planning coordinator and governor's environmental advisor; and Matthew Eyring, chief strategy and innovation officer, Vivint Inc.;



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Industry Briefs

ARTS/ENTERTAINMENT

• The **Governor's Office of Economic Development (GOED)** board, at its October meeting, **approved incentives for three TV and film productions** to shoot in Utah. The board approved a tax credit of between \$312,000 and \$390,000 for Paint the Town LLC for its TV documentary series "Painting the Town with Eric Dowdle." The company is expected to spend \$1.56 million in Utah. Principal photography is expected to run from Oct. 30 through June of next year. The board approved a cash rebate incentive of \$139,224 for Remember Films for its feature film production "Cokeville." The project is expected to spend \$696,122 in Utah, with principal photography scheduled for June 2-30 next year. The board also approved a tax credit incentive of \$120,000 for Meet the Reeper LLC for its production "The Crucible." The feature film production is expected to spend \$600,000 in Utah, with principal shooting scheduled for Nov. 4-26.

COMMUNICATIONS

• **Comcast** has launched **Xfinity Wi-Fi** along the Wasatch Front, with hotspots available to Xfinity Internet customers at no additional charge. As part of the rollout, Comcast has installed and activated more than 900 Xfinity Wi-Fi hotspots in Ogden, Salt Lake City, Provo and other cities along the Wasatch Front. The locations include the Temple Square neighborhood, University Mall in Orem and downtown Sugar House. The company plans to add more hotspots on an ongoing basis. Xfinity offers more than 300,000 hotspots nationwide. Non-Xfinity Internet customers can access Xfinity hotspots for up to two, one-hour-long sessions every 30 days. Details, including

a map of Utah hotspots, are at www.xfinity.com/WiFi or by calling 1-800-XFINITY.

FOOD

• **Nutranomics Inc.**, a Draper-based company involved in research and development of nutritional food products, has appointed **Michael J. Brousseau** as its new general manager. Brousseau has more than 10 years of international experience in sales, logistics and management in 12 countries. Brousseau previously was an area director for Nature's Sunshine Products, held various regional and senior operations management positions with Xango LLC, and was a corporate regional manager of Neways International.

HEALTHCARE

• **Dr. Anne Kierny**, a surgical breast disease specialist, has joined **Jordan Valley Surgical Specialists** in West Jordan. The practice is a member of Physician Group of Utah. Kierny earned her medical degree from the University of Vermont College of Medicine. After medical school, she completed a general surgery residency at Maine Medical Center. Kierny completed a fellowship in Surgical Breast Oncology at Stanford University then worked at the Stanford University Women's Cancer Center. Her areas of special interest include breast care community outreach, lifetime cancer risk reduction, and chronic breast pain

LAW

• **Jeffrey M. Jones**, a founding partner of Durham Jones & Pinegar, Salt Lake City, recently was elected to the **North America Regional Council of the World Services Group (WSG)**, a global network of professional business services. WSG has more than 130

member firms representing world-wide clients.



Jeffrey Jones

Members operate in more than 115 countries and throughout the U.S. Jones' practice focuses on corporate governance, securities, mergers and acquisitions, venture capital and financing transactions, and other business law matters.

• **Workman Nydegger**, an intellectual property law/litigation firm based in Salt Lake City, has announced that **Shauna Huston** has been named its new executive director and **Angela L. Silvers** has been hired as a patent agent. Huston succeeds **James Adamson**, who will retire in 2014. In addition to her position as executive director, Huston will continue as human resources director, a role she has had since 2007, managing a staff of more than 65 employees and 40 attorneys. Silvers is a former summer associate and first-year University of Utah law student. Her technical background covers chemistry, nanoparticles, novel drug delivery systems, DNA detection and solid-state electroluminescent devices.



Shauna Huston



Angela Silvers

• **Snow, Christensen & Martineau**, Salt Lake City, has hired **Nathanael J. Mitchell** and **Lindsay K. Nash** as associates. Mitchell's practice area interests include general civil litigation, white collar defense, commercial litigation, insurance defense and government liability. He participates in the firm's Data Security Law Group,



Nathanael Mitchell

which consults clients on issues arising out of data breach vulnerability and cyber security law. He graduated from the University of Utah's S.J. Quinney College of Law. Since her clerkship with the firm in 2012, Nash has handled a variety of matters. Her practice areas of interest include government liability, criminal defense, bankruptcy, commercial litigation, data security and employment law. She graduated from Brigham Young University's J. Reuben Clark Law School.



Lindsay Nash

MEDIA/MARKETING

• **Leadgenix**, a Provo-based Internet marketing agency, has hired **Shawn Butler** as director of social media. He replaces **Ashley Sumner**, who recently accepted a digital marketing position with Utah



Shawn Butler

Valley University, a local partner of Leadgenix. Prior to his joining Leadgenix, Butler filled leadership roles in developing social media services and digital market strategy at Thomas ARTS, Saxton | Horne, and the Summit Group for several clients. He earned his MBA from Georgia State University and also holds a Master's in International Business from the Sorbonne and a Bachelor's in Marketing from Brigham Young University.

REAL ESTATE

• **Influence Real Estate**, a boutique real estate brokerage, has **expanded into Utah County** with a location at 597 S. Pleasant Grove Blvd., Suite 9, Pleasant Grove. Five new tenured real estate agents have been added to the team and two agents transferred from Influence's original location in Cottonwood Heights. The new agents include **Sam Willis, Joe Willis, Julie**

Bryner, Leslie Jones and Pamela Montero. Agents relocating from Cottonwood Heights are **Tiffany**



Sam Willis



Joe Willis



Leslie Jones



Tiffany Dominguez

Dominguez and Sheralyn Romrell. Sam Willis earned his undergraduate degree in history from Brigham Young University. Joe Willis began



Julie Bryner



Pamela Montero



Sheralyn Romrell

selling Utah real estate in 2006 after working in the industry in the fields of property management and residential construction. He is a licensed broker with a bachelor's degree from Brigham Young University in facilities management and a master's degree in real estate development from the University of Utah. Bryner has a degree in Organizational Communications from the University of Utah and has experience as a corporate account executive. Jones, a former teacher, has been involved in Utah's real estate market since 2006. Montero has experience in the airline industry and launched her second career as a real estate agent in 2004. Dominguez has a background in entrepreneurial business, along with several years of experience in Internet marketing and real estate education. She served as the executive director for the Utah Chapter of Community Associations Institute (UCAI), a nonprofit dedicated to educating homeowners living in homeowner associations. Romrell attended the University of Utah and has nine years of experience as a licensed real estate sales agent in Colorado and Utah.



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BRIEFS

from p. 5

RETAIL

• **Jewel Kade**, an Alpine-based artisan jewelry and décor direct-sales company, has hired **Pam Herbert** as vice president of sales. Herbert will lead the growth, training and business support for Jewel Kade's nearly 5,000 stylists across the United States and Canada. Herbert has more than 30 years of experience in the direct



Pam Herbert

Longaberger Co.

SERVICES

• **Marc Johnson**, former

sales industry. She was national sales manager for Lindt & Sprungli, vice president of sales at Creative Memories and held several senior sales positions at

commissioner with the Utah State Tax Commission, recently joined **Paradigm Tax Group** as a senior managing consultant and opened the company's newest office location, in Bountiful. Johnson has more than 30 years of experience in property taxes and real estate valuation. Prior to his appointment to the Tax Commission, Johnson was a tax manager for American Stores Co. and was the tax administrator for Salt Lake County. He also was employed by Wallace

Associates, where he worked as a consultant and asset manager.

TRANSPORTATION

• **SkyWest Airlines**, St. George, announced that **Bill Dykes** will become the company's vice president of maintenance, effective Jan. 7. He succeeds **H. Michael Gibson**, who is retiring after 26 years with the company. Dykes will oversee all of SkyWest's maintenance operations, including its major repair,

overhaul and maintenance bases at Chicago O'Hare, Colorado Springs, Fresno, Milwaukee, Nashville, Palm Springs, Salt Lake City and Tucson. This includes the more than 1,300 SkyWest Airlines maintenance professionals who support a fleet of more than 330 aircraft. He began his career at SkyWest as a night shift mechanic in Salt Lake City in 1989, advancing to various leadership positions, including base manager, before being named director of maintenance in 2007. He also worked at Wings West and American Eagle as an aircraft mechanic. Gibson joined SkyWest Airlines in 1988 as director of quality and was named vice president of maintenance soon after. His career working with aircraft and airlines spans four decades, including years as a mechanic for the United States Navy, Overseas National Airways and Zantop Airlines. The last 36 years have been spent in aircraft maintenance management.

TRAVEL & TOURISM

• **Visit Salt Lake (VSL)** recently earned two industry awards: *Successful Meetings' 2013 Pinnacle Award* and *Meetings & Conventions' Gold Service Award*. The Gold Service Award is the 19th time VSL has been honored with the award. Each award was voted on by the readers of the respective publications, meeting professionals responsible for booking hundreds of thousands of meetings and conventions nationwide.



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Gardner buys Boise's U.S. Bank Plaza

Salt Lake City-based real estate firm Gardner Co. has purchased the U.S. Bank Plaza in Boise. U.S. Bank is the anchor tenant and retains naming rights of the 256,000-square-foot office tower, which was previously owned and operated by Unico Properties.

U.S. Bank Plaza is one of Idaho's tallest buildings and is home to companies including Moffatt Thomas, Stoel Rives, Deloitte and Holland & Hart in addition to the bank.

"We're excited to invest in downtown Boise with the purchase of U.S. Bank Plaza," said Kem Gardner, chairman for Gardner Co. "The well-known building boasts a central location, reputable tenants and is positioned for long-term success."

U.S. Bank Plaza's amenities include underground parking, furnished conference rooms with seating for up to 100 people and access to the city's downtown bus line.

WACVB names locals

Bill Malone, president and CEO of the Park City Chamber of Commerce and Visitors Bureau, has taken office as president of the Western Association of Convention and Visitors Bureaus (WACVB). Malone was installed at the association's annual conference last month in Los Angeles.

Sara Toliver, president and

CEO of the Ogden/Weber Convention & Visitors Bureau, was also installed as the secretary/treasurer of the organization.

WACVB is a regional professional association serving more than 135 destination marketing organizations in the western United States and the western provinces of Canada.

DESNEWS

from p. 1

News will now own and operate the physical publishing assets that print and distribute both papers. Financial details of the deal were not disclosed. According to Brent Low, president and chief executive officer of MediaOne, which formerly owned the assets, ownership and control of each newspaper will remain unchanged and both publishers will maintain total independence and editorial separation of their respective newspapers. Likewise, the digital businesses, such as websites and their corresponding revenue, will be operated separately by the two newspapers.

Salt Lake City is one of the last designated marketing areas to have two major competing newspapers, a distinction both newspapers are committed to maintaining. "We are pleased with the investment decision by the *Deseret News*," said Low. "We are also pleased that this allows two distinct editorial voices to continue to have maximum reach for our advertising clients."

Assets involved in the deal include the 10-year-old MediaOne building and modern printing facilities in West Valley City and other real estate holdings. Terms of the deal were not disclosed.

"This is a good investment

for the *Deseret News*, and a signal of our commitment to the state of Utah," said Clark Gilbert, president and CEO of the *Deseret News* Publishing Co. and *Deseret Digital Media*, in a statement emailed to the press. "It helps ensure two strong and independent voices, while allowing our partner to follow an investment pattern that fits what they have done in other markets."

The *Deseret News* is owned by a for-profit arm of the Church of Jesus Christ of Latter-day Saints. The *Tribune* is owned by MediaNews Group Inc., which is run by Digital First Media.

Terry Orme, editor and publisher of the *Tribune*, said he's been assured by the newspaper's ownership that the transaction won't affect his budget or his staffing levels. "It won't affect our news gathering operation," Orme said. "That's a relief to me." In September, three of the *Tribune's* top editors stepped down and the 17 full-time staffers were let go in what represented a 20 percent reduction in staff. At that time, Orme replaced MediaNews Group's owner, Dean Singleton, as publisher in addition to his duties as editor.

In 2010, the *Deseret News* cut nearly half of its staff, eliminating 85 newsroom positions, and consolidated operations with affiliated television and radio operations.

happening in various phases.

Higgins noted that the airport has several operational constraints, including jetways that cannot reach high or low enough to accommodate certain aircraft, not enough restrooms, undersized concessions areas and narrow concourses.

Terminal 1 is 52 years old, while Terminal 2 was built 35 years ago. The international terminal is 17 years old. "We actually have a boiler in our central plant that's dated 1958 and we still have in operation today," he said.

Salt Lake City International Airport has 325 daily departures to 83 destinations. Delta Air Lines accounts for about three-fourths of passenger traffic. More than 20 million passengers use the airport each year, making it the 25th-busiest airport in the U.S. based on passenger count. Based on the number of aircraft using the facility, the airport is 21st-busiest in the nation.

AIRPORT

from p. 1

The phased-in project is designed to alleviate congestion and flow issues, improve customer service and address seismic risks at the facility during the next eight to 10 years by creating new facilities, including a five-level parking structure and a single terminal with a long east-west corridor. Among the changes, the current Concourse A and the lower level of Concourse B will be eliminated. In approximately 2023, decisions will be made as to whether to retain the C and D concourses and the remaining section of the B concourse, or to raze them and have a second long corridor parallel to the first and connected to it by a "people mover."

Construction begins next year with the building of new rental-car services facilities. Work on the entire project will follow, with demolition and new construction



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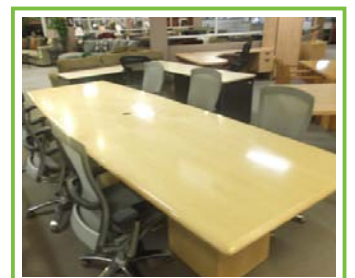
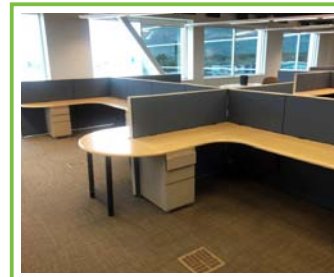
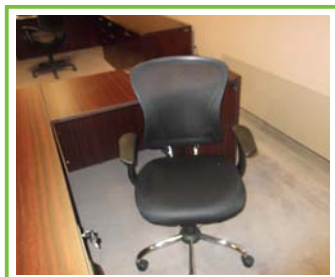
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The Nutcracker

December 6 - December 28, 2013
Nutty Nutcracker - December 30, 2013

The Sleeping Beauty

February 7 - 9 & 12 - 16, 2014



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Ballet West

Celebrates its 50th Anniversary

Utah's dynamic cultural representative celebrates its past, looks forward to its future

Salt Lake City, 2013 – Today, in its 50th anniversary year, Ballet West stands as one of America's premier companies. Its dancers have performed on some of the most prestigious stages throughout the nation and the world. Its renowned academy teaches classes aimed at a variety of ages and abilities, from the very young to the pre-professional student. Through the years, hundreds have passed through the academy's portals and, over the years, its graduates have used their training to influence dance in every corner of the nation. In addition, Ballet West's education and outreach programs reach more than 100,000 Utah students, teachers and special needs individuals each year. But more than a performing arts organization, Ballet West creates jobs, stimulates the local economy, and attracts entertainment-minded tourists from around the country – last year, its *Nutcracker* performance drew patrons from 48 different states. Ballet West has become an important piece of Utah's rich cultural tapestry, but it wasn't always this way.

Salt Lake City, 1963 - Willam Christensen (Mr. "C"), together with Glenn Walker Wallace, form Ballet West. Christensen, considered a pioneer in American dance, had returned to his home in Utah with a resume that included a number of important "firsts" in the dance world. He choreographed the first American productions of "Coppelia," "Swan Lake" and "Cinderella," and he mounted the first full-scale production of an obscure Russian ballet that few, if any, Americans had ever seen. That ballet, "The Nutcracker," not only succeeded but is now an international Christmas tradition.

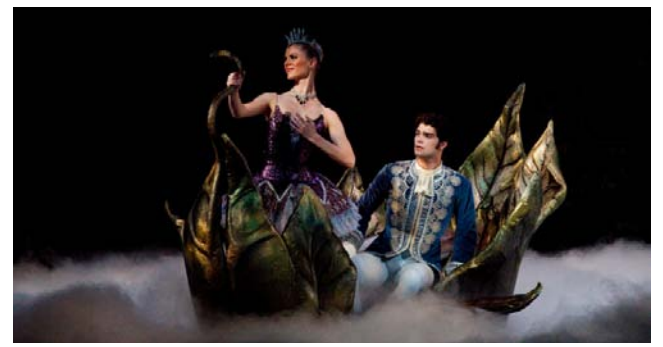
An outgrowth of the University of Utah ballet program, the first of its kind in the nation, Ballet West's dancers initially came from the ranks of Mr. C's former students and associates. Ballet West originally performed in Kingsbury Hall and, early in its history, established standards of community involvement and an undying commitment to artistic excellence. Over the years, through countless hours of studio work and with the support of a community steeped in the tradition of supporting the arts, Ballet West flourished. In 1979, the company moved to its current home at the Capitol Theatre, which allowed Ballet West to reach even greater artistic heights. Its reputation was not limited to the local community, but its fame spread throughout the nation and abroad. Ballet West first toured in Europe in 1971, and its first appearance at the Kennedy Center was in 1980.

Ballet West's reputation has continued to grow through the leadership of five artistic directors – Mr. C, Bruce Marks, John Hart, Jonas Kåge and, currently, Adam Sklute. Each has contributed in a unique manner. Christensen developed a distinctly American and theatrical repertoire based on his early training in Utah and New York City, as well as his years traversing the American vaudeville circuit. He also built a strong connection to the works of George Balanchine. Bruce Marks earned a reputation for developing emerging choreographers of the time and presented the company's first full production of "Swan Lake". John Hart, C.B.E., of The Royal Ballet in England, expanded the company's reper-

toire to include more well-loved 19th century classics such as "The Sleeping Beauty" and further enriched the company's treasure trove of ballets with the works of many early 20th century masters. Internationally known dancer and choreographer Jonas Kåge maintained Ballet West's repertoire of classics while revitalizing its profile with notable late 20th century choreographers. Since 2007, artistic director Adam Sklute, formerly of The Joffrey Ballet, has further energized and expanded Ballet West's remarkable repertoire with works by the most renowned choreographers of today while preserving Ballet West's classical legacy.

Salt Lake City, The Next 50 Years – Utah has always been supportive of the arts, and because of this community support and the generosity of individual donors, Ballet West looks to a bright future – a future that includes a new home, an expanded academy, a newly renovated Capitol Theatre, and the ability to reach even greater artistic heights. The performing arts have always been vital to Utah's culture and economy. They reach past the footlights and well beyond the four walls of the theatre. They inspire, encourage, build community pride, soften hard edges, and can make any place a better place to live.

For 50 years, Ballet West has championed cultural arts and has shown the world that, with the generosity of a supportive community, ballet has made a difference, is making a difference, and will continue to make a difference for generations to come.



Ballet West's 50th Anniversary season includes the highly popular classic "The Sleeping Beauty." (Principal Artist Haley Henderson Smith as the Lilac Fairy and First Soloist Rex Tilton as Prince Desire. Photo by Luke Isley)



ABOVE: Ballet West recently broke ground on its new home, The Jessie Eccles Quinney Ballet Centre, and the renovation of The Janet Quinney Lawson Capitol Theatre. Construction is slated for completion in October 2014. (Rendering courtesy of HKS)

BELOW: Ballet West is one of Utah's foremost cultural ambassadors, entertaining audiences at home and abroad. (Artists of Ballet West in Marius Petipa's "Paquita." Photo by Luke Isley)



Calendar

Oct. 29, 7 a.m.-1:45 p.m.

NAIOP Utah Connect Bus Tour, featuring information about the activity and opportunities along the Wasatch Front and a tour of several select properties for a view of South Valley retail, office and industrial developments. During the bus tour luncheon, from 11:30 a.m.-1:45 p.m., NAIOP will recognize its 2013 Developer of the Year, Jake Boyer of the Boyer Co. Location is The District, 3761 W. Parkway Plaza Drive, South Jordan. Cost is \$75 for NAIOP members, \$95 for nonmembers. Exhibits and luncheon only are \$30 for members, \$60 for nonmembers. Details and registration are available at www.naiop.org/Utah.

October 29, 8-9:30 a.m.

“Solar Photovoltaic Energy: Generating Your Own Electricity,” presented by Hunt Electric. Event will focus on the logistics of Rocky Mountain Power’s 2014 Utah Solar Incentive Program application. This program offers cash incentives to its customers for installing solar equipment at a home or business. The class is formatted to help owners, architects and other people have a better understanding of renewable energy systems, design, installation and work procurement. Instructor is Brok Thayn, certified PV installation professional. To be presented again Nov. 14, 3-4:30 p.m.; and Dec. 12, 8-9:30 a.m. Location is Hunt Electric Training Center, 1863 W. Alexander St. (2410 South), Salt Lake City. Cost is \$20. Details are at <http://www.huntelectric.com/training.htm>.

Oct. 30, 11 a.m.-3 p.m.

“Hiring Our Heroes” Veteran Job, Benefits and Business Symposium, designed for veterans, active duty military members, Guard and Reserve members and their spouses. Event features breakout sessions and business development and employment workshops. Location is South Towne Expo Center, 9575 S. State St., Sandy. Free. Details are at <http://business.utah.gov/news/events/150/>.

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

Small Business Success Workshop, a Sandy Area Chamber of Commerce event. Designed to help business owners assess the forces outside the walls of their organization and use that information to drive their competitive advantage and strategic success. Location is Salt Lake Community College Miller Campus, Miller Free Enterprise Center, Room 223, 9750 S. 300 W., Sandy. Free. Details are at

<http://business.sandychamber.com/events>.

November 2, 6 p.m.

108th Annual Utah Manufacturers Association Awards & Installation Banquet. Begins with 6 p.m. social, followed by dinner at 6:45 p.m. and features presentation of Manufacturers of the Year. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$195 per couple, \$800 for a table of 10 people. Details are available by emailing uma@umaweb.org.

November 4-7

TEAMS ’13 Conference & Expo, a gathering of sports-event organizers. Event is presented by *SportsTravel* magazine and hosted by the Utah Sports Commission and Visit Salt Lake. Presenters include Bob Costas and Mitt Romney during the opening general session Nov. 5 at 1 p.m. Location is Salt Lake City. Cost is \$1,095. Details and registration are available at www.teamsconference.com or (877) 577-3700.

November 5, 11:30 a.m.-1:00 p.m.

Email Marketing Workshop, a Sandy Area Chamber of Commerce event. Presenter is Lisa Smith, a speaker, trainer and marketing consultant for small businesses and founder of 7-Touch Marketing, a marketing training and consulting company. Location is Salt Lake Community College Miller Campus, Miller Free Enterprise Center Building, Room 223, 9750 S. 300 W., Sandy. Free. Details are at <http://business.sandychamber.com/events>.

Nov. 6, 8 a.m.-5:30 p.m.

Utah Life Science Summit 2013, presented by BioUtah. Keynote speaker will be Gov. Gary Herbert. Event includes four specialized tracks: entrepreneurial, regulatory, strategic pillars and state of the sector. Winners will be announced for the Willem J. Kolff Lifetime Achievement Award, the BioUtah Institute Distinguished Service Award and the Outstanding Contributor in Public Policy award. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$200 for BioUtah members and faculty, nonprofit and government representatives; \$275 for nonmembers; and \$100 for full-time students. Details are at <http://www.bioutah.org/2013-summit/>.

November 7, 11:30 a.m.-1 p.m.

Building Owners and Managers Association (BOMA) of Utah Monthly Luncheon. Topic is “Understanding OSHA and Changes Taking Effect.”

Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free for BOMA members, \$35 for member guests, \$45 for nonmembers. Details and registration are at www.bomautah.org.

November 12

Thirty-seventh annual **American Express Women & Business Conference and Wells Fargo Athena Awards Luncheon**, presented by the Salt Lake Chamber Women’s Business Center. Event includes speakers and breakout sessions. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$75. Details are at <http://www.slchamber.com/page/sandbox/view/womenandbusiness>.

Nov. 12, 8 a.m.-1:30 p.m.

Inaugural CEO Conference, presented by the Salt Lake Society for Human Resource Management (SHRM). Event is designed to help human resources professionals and C-suite executives strategically work together through the challenges they face at their organizations. Keynote speaker will be Robert Tomlinson, president of Peak Restaurant Partners. Breakout sessions will feature Chad Westover, president of Molina Healthcare, and Rob Galloway, CEO of US Synthetic. A panel discussion will feature all three discussing the strategic relationship between HR and the C-suite. Location is the Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Free for SHRM members, \$25 for “pay as you go” members, \$30 for nonmembers. Details are available at <http://www.slshrm.org>.

November 12, 11 a.m.-1 p.m.

“Facebook 101,” a Building Owners and Managers Association (BOMA) of Utah event. Ed Tallerico of 5Star Services will discuss the basics, including signing up for an account, posting to a wall and adding a photo album. Location is 3 Triad, fourth floor, Room 417, 345 W. North Temple, Salt Lake City. Free for BOMA members and member guests, \$20 for nonmembers. Details and registration are at www.bomautah.org.

November 12, 6-8:30 p.m.

“Sustainable Business,” part of the Sustainable Startups Series. Event will feature companies embracing sustainability as an ethos. Features panelists from Adobe, Black Diamond and Powder Corp. Location is The Leonardo, 209 E. 500 S., Salt Lake City. Cost is \$15 at the door. Details are at <http://www.eccutah.com/sustainable-startups-series>.

Nov. 13, 7:30 a.m.-5 p.m.

Workshops for Export

Compliance Professionals, hosted by the Salt Lake Chamber, U.S. Commercial Service and World Trade Center Utah. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$175. Registration deadline is Nov. 8. Details are available by contacting Emily Rodriguez of WTC Utah at (801) 532-8080 or emily@wtcut.cut.

November 19, 3:30-5 p.m.

“Executive and Equity Compensation Planning — A Tax Primer,” a Utah Technology Council (UTC) and Durham Jones & Pinegar clinic. Mark Astling, a shareholder in the Business and Finance Group at Durham Jones & Pinegar, will discuss equity-based compensation and a comparison of various forms of compensation awards, alternative approaches to the “golden parachute” rules under Section 280G of the Internal Revenue Code, structuring performance-based compensation to be exempt from the \$1 million limit under Section 162(m) of the code, and avoiding the excise taxes imposed by Section 409A of the code. Location is Durham Jones & Pinegar, 111 E. Broadway, No. 900, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details are at <http://www.utahtech.org/events>.

Dec. 5, 8:30 a.m.- 4 p.m.

2013 Fall Policy Conference of the Utah Health Policy Project, titled “We have Liftoff! Real-Time Data from the Launch of Obamacare.” Discussion will focus on the first 50 days of implementing the Affordable Care Act. Speaker and panel discussion topics will include “A Critical Look at the Launch of Utah’s Health Insurance Marketplaces,” “Navigators: Early Reports from the Trenches,” “Bumps in the Road: The View from Other States” and “Utah’s Options for Medicaid Expansion.” Location is Red Lion Hotel, 161 W. 600 S., Salt Lake

City. Cost is \$25, \$15 per ticket for small nonprofits (15 employees or fewer). Registration can be completed at <https://www.eventbrite.com/event/8062319615>.

December 5-6

Summit Directors & Officers Training Conference, presented by the National Association of Corporate Directors (NACD) and Brigham Young University Marriott School of Management. Event is designed for board chairs, corporate directors and senior executive officers of publicly traded corporations and corporations growing toward publicly-traded status. Location is Montage Deer Valley Resort, Park City. Early registration is \$500. Information and registration are available at www.summitconf.org.

January 7, 7-11:30 a.m.

2014 Utah Commercial Real Estate Symposium, presented by NAIOP Utah. Event includes a keynote panel session involving real estate leaders and reviews and forecasts for industrial, investment, office, retail and multifamily market sectors. Theme is “Learning with the Masters.” Location is the Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Cost is \$95 for members of the Appraisal Institute, BOMA, CCIM, CREW, IREM, NAIOP, SIOR and ULI associations; \$125 for nonmembers. Details and registration are available at <http://bit.ly/2014UTsymposium>.

January 12-15

“Snow Summit Utah,” presented by NAIOP Utah. Event will be a gathering of commercial real estate industry representatives and other business leaders from across North America. Includes a special dinner Jan. 14 featuring Mitt Romney as keynote speaker. Location is Hyatt Escala Lodge, Park City. Details are at www.naiop.org/Utah.

Ultra buys Uinta Basin wells

Houston-based Ultra Petroleum Corp. has announced that the company has signed a definitive purchase and sale agreement to acquire oil-producing properties located in the Uinta Basin for \$650 million. Ultra Petroleum expects to finance the acquisition through debt at the subsidiary and parent level. Ultra anticipates the transaction will close in December, subject to closing adjustments and customary terms and condition.

The company did not disclose the seller other than to identify it as “a private oil and gas company.” The wells are in Uintah County in an area known as the Three Rivers Project just west of the Colorado state line.

“This oil acquisition fits our strategy of profitable growth with exceptional returns at oil prices well below \$75 per barrel. As operator with 100 percent working interest, we will apply the same drilling techniques used in Pinedale (a company project in Wyoming) due to similar geologic characteristics. The asset is cash flow positive starting in year one and completely pays for itself in five years followed by decades of free cash flow,” stated Michael D. Watford, chairman, president and CEO of Ultra.

The acquired properties are currently producing 4,000 barrels of oil per day from 38 operating wells, according to a company press release.

Fifty-year high school reunion makes me glad for grammar education

I graduated from Haddonfield Memorial High School in 1963. No computers, no cell phones, no Internet, no email, no texting, no credit cards, no cassette tapes (let alone CDs), and no cable TV.

How the hell did I survive? By playing ball every day after school. By riding my bike. By being active. Oh, that.

Back then, Haddonfield was a middle/upper-middle class town of 12,000 with a high school of around a thousand kids. All smart.

DRESS CODE: If you wore blue jeans to school, they sent you home.

It was a different time.

Kennedy was president. Our history teacher made everyone subscribe to *The New York Times*, and every day he assigned us reading. The thing I remember most were the weekly Kennedy press conferences. They published the entire text. Kennedy had an amazing sense of humor. I devoured every word.

Part of the reunion weekend included a Saturday tour of the high school. Amazing to think about how big it looked back then, and how small it looked today. It looked like a page out of *Catcher in the Rye*.

And on Sunday there was a memorial service in honor of our fallen classmates. Friends. Good friends. Happy and sad all at once. And the reality that age is setting in.

After the service almost no one left. We started talking about high school and some of the teachers and classes. Funny stories, escapades, sports teams, assorted social events, and recounting memories of our departed friends.

Within a few minutes, the talk took a surprising turn. Each person talked about a teacher that impacted them. So many of the stories were similar — we were grateful for the teacher or teachers that emphasized writing and grammar. English. (The language currently undergoing a complete overhaul through the media of email and texting.)

Personally, I had a teacher my freshman year that gave a grammar test on the use of words EVERY DAY. They're, there, and their. You're and your. They were lessons banged into our heads — until through repetition, every kid got it. Me included.



JEFFREY GITOMER

Little did I know that 30 years later it would be the foundation for my writing career.

How's your grammar?

How's your use of your and you're?

How's your use of to and too?

Are you aware of how important grammar is when you put your emails, texts, blog posts, Facebook posts and tweets out into cyber world?

My classmates and I sang a chorus of appreciation for the grammar lessons. Although at the time those everyday tests and lessons were being given, every student complained.

For a moment I flashed on what would be happening in the same situation today. Parents complaining about too many tests. Teacher's unions balking about too many papers to grade. Kids texting and protesting about abusive educational practices. And pressure forcing a "testing policy" to be fair to everyone.

Talking with a friend of mine about the grammar lessons from high school, he said, "Whenever I see a grammar error in the subject line of an email, I delete it without opening it."

NOTE WELL: Your grammar is a reflection of your image. Good or bad, you have made an impression. And like all impressions, you are in total control.


NOTE WELL: It's the little things. It's the details. Your look, your image, your quiet confidence, your presentation skills, your knowledge of the customer, and your writing skills that include your grammar. And salespeople think it's the big things. Like the price of what you're selling and your sales techniques.

YOUR NEXT REUNION: GO! Not just to see the people, but also to remember and be grateful for the lessons that shaped your future.

My reunion was an affirmation that I got a great fundamental and foundational education — and then had enough sense to implement the information. I hope you did, and you do, too.


Jeffrey Gitomer is the author of 12 best-selling books including The Sales Bible and The Little Red Book of Selling. His new book, 21.5 Unbreakable Laws of Selling, is now available.

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Opinion

Predicting the future: An exercise for fools and weathermen

I try to stay away from the prognostication game. I'm just not very good at it. Witness my predictions on Utah vs. BYU, Dodgers vs. Cardinals and the whole 2012 presidential election fiasco.

But I'm not the worst. I have discovered that it's not generally a good idea to say with any definitive conviction that something can't or won't be done, will or will not happen or should or should not be. Even the old saw about death and taxes has its exceptions.

Some of modern history's lamest predictions came on the subject of our time spent on the job. There was a time when a 40-hour full-time work week seemed like a dream. People in the U.S. routinely worked six days a week — 10-12 hours a day. But the Ford Motor Co. pioneered the five-day week as early as 1922 and the 40-hour week became law in 1938, according to the U.S. Department of Labor.

Ah, but back in the 1930s, noted economist John Maynard Keynes predicted that eventually people would work a 15-hour week. He had it figured that people would eventually work roughly two days each week and then face the problem of what to do with their leisure time.

Clearly that didn't happen, and what to do with leisure time became clear: mow the

lawn, get the kids to soccer, or even work another job because of the lack of growth in the middle class economy.

The work week has grown shorter over time since the 40-hour week became common — probably because of an increasing trend to part-time employment. Labor Department statistics show that in 2000, the average number of annual working hours in the U.S. was 1,836, or about 36.72 hours a week, if you take out two weeks of vacation. Last year, the number dropped to 1,790, or 35.2 hours a week. Economists are gearing for an even healthier drop this year.

Speaking of two weeks of vacation, to some, that's still the standard. Many people though, either don't get that much or can't take it at all. What did experts in the past think? Try seven weeks. In this case, the prognostication came from a U.S. Senate subcommittee in 1965, which thought that by the year 2000, we'd all have that much time off a year. A few years earlier Dr. James Conant, the president of Harvard University, predicted the demise of sick leave. He simply stated that by the year 2000, almost all diseases would be cured.

Again, that didn't happen.

What follows is a list of other woefully mis-guessed predictions.

- Typing, writing and spelling would be easier because there would be fewer letters to keep track of. According to an article in a 1900 issue of *The Ladies Home Journal*, the letters c, x, and q would be "abandoned because unnecessary." What a noble quest to simplify the King's English.

- Then there was the lady who, in a 1973 television interview, said, "I don't think there will be a woman prime minister in my lifetime." That was Margaret Thatcher on BBC.

- How about this quote from a 1949 article in *Popular Mechanics*: "Where a calculator on the ENIAC (an early electronic calculator) is equipped with 18,000 vacuum tubes and weighs 30 tons, computers in the future may have only 1,000 vacuum tubes and weigh only 1.5 tons."

- On the same subject, Thomas Watson, chairman of IBM, was quoted in 1943 as saying, "I think there is a world market for maybe five computers."

- And: "There is no reason anyone would want a computer in their home," said Ken Olson, president, chairman and founder of Digital Equipment Corp. in 1977.

- Decca Recording Co. had the first shot at the U.S. rights to the Beatles in 1962. The company's response? "We don't like their sound, and guitar music is on the way out."

- "A cookie store is a bad idea. Besides, the market research reports say America

likes crispy cookies, not soft and chewy cookies like you make." That's the response Debbie Fields got from potential investors when she first floated her ideas.

- Here's a couple we only wish had been right: "There is not the slightest indication that a nuclear explosion will ever be obtainable. It would mean that the atom would have to be shattered at will," said Albert Einstein in 1932. And a leader of the U.S. atomic bomb project, Adm. William Leahy, said, "The bomb will never go off. I speak as an expert in explosives."

- About as bad as predicting gets is revealed in this story from Steve Jobs as he was going about trying to sell his and Steve Wozniak's personal computer: "So we went to Atari and said, 'Hey, we've got this amazing thing, even built with some of your parts, and what do you think about funding us? Or we'll give it to you. We just want to do it. Pay our salary, we'll come work for you.' And they said, 'No.' So then we went to Hewlett-Packard, and they said, 'Hey, we don't need you. You haven't got through college yet.'"

Predicting is just simply bad science. But, that doesn't mean I won't listen to the television weather guessers when I get ready to plan my next weekend.

John Rogers is the managing editor of The Enterprise. He can be reached by email at john@slenterprise.com.



JOHN M. ROGERS

Are ethnic youth following 'leaders' who keep them grounded?

Years ago, someone said that according to the laws of aerodynamics, bumblebees cannot fly. But the bumblebees, not knowing the laws of aerodynamics, go ahead and fly anyway.

Something like that happens among people. There have been many ponderous academic writings and dour editorials in the mainstream media, lamenting that most people born poor cannot rise in American society any more. Meanwhile, many poor immigrants arrive here from various parts of Asia, and rise on up the ladder anyway.

Often these Asian immigrants arrive not only with very little money, but also very little knowledge of English. They start out working at low-paid jobs but working so many hours — often at more than one job — that they are able to put a little money aside.

After a few years, they have enough money to open some little shop, where they still work long hours, and still save their money, so that they can afford to send their children to college. Meanwhile, these children know that their parents not only expect, but demand, that they make good grades.

Some people try to explain why Asians, and Asian-Americans, succeed so well in education and in the economy by some special characteristics that they have. That may be true, but their success may also be due to what they do not have — namely "leaders" who tell them that the deck is so stacked against them that they cannot rise, or at least not without depending on "leaders."

Such "leaders" are like the people who said that the laws of aerodynamics showed that the bumblebee cannot fly. Those who

have believed such "leaders" have in fact stayed grounded, unlike the bumblebees.

A painful moment for me, years ago, when I was on the lecture circuit, came after a talk at Marquette University, when a young black student rose and asked: "Even though I am graduating from Marquette University, what hope is there for me?"

Back in the 1950s, when I was a student, I never encountered any fellow black student who expressed such hopelessness, even though there was far more racial discrimination then. We knew that there were obstacles for us to overcome, and we intended to overcome them.

The memory of that Marquette student came back to me, years later, when another black young man said that he had wanted to become a pilot, and had even planned to join the Air Force in order to do so. But then, he said, he now "realized" that "The Man" would never allow a black guy to become a pilot.

This was said decades after a whole squadron of black fighter plane pilots made a reputation for themselves in World War II as the "Tuskegee Airmen." There have been black generals in the Air Force.

Both these young men — and many others — have learned all too well the lessons taught by race hustlers, in their social version of the laws of aerodynamics, which said that they could not rise.

You don't hear about racial "leaders" like Al Sharpton and Jesse Jackson among Asians or Asian-Americans. Here and there you may see some irresponsible academics peddling that line in the classroom — some of whom are of Asian ancestry, since no race of human beings is completely lacking in

fools.

But they do not get the same attention, or draw the same following, as race hustlers operating in black or Hispanic communities. By and large, Asian youngsters rise and fly.

Other groups in times past also arrived on these shores with very little money and often with very little education, at least during the immigrant generation.

A poem by Carl Sandburg, back during that era, referred to a Jewish fish peddler in Chicago: "His face is that of a man terribly glad to be selling fish, terribly glad that God made fish, and customers to whom he may call his wares from a pushcart."

This fish peddler probably had not gone

to college, and so had no one to tell him that he couldn't make it, and that his children couldn't rise, because this was such a terrible country.

No one can claim that there was no anti-Semitism in America, any more than they can claim that there was never any anti-Asian discrimination. There was plenty of both. But that is very different from following "leaders" whose message would only keep them grounded, after the skies were open to them as never before.

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THOMAS SOWELL



Opinion

Conservatism needs to lighten up, make peace with America

The crisis has been resolved, but this respite is temporary. We are bound to have more standoffs and brinkmanship in the months and years ahead. To understand why, you must recognize that, for the Tea Party, the stakes could not be higher. The movement is animated and energized by a fear that soon America will be beyond rescue.

Sen. Ted Cruz, R-Texas, put it plainly at the recent Values Voter Summit in Washington: "We're nearing the edge of a cliff, and our window to turn things around, my friends, I don't think it is long. I don't think it's 10 years. We have a couple of years to turn this country around or we go off the cliff to oblivion."

Cruz dominated the summit's straw poll, taking 42 percent of the vote, more than three times his nearest rival. His fundraising committees reported this week that they took in \$1.19 million in the third quarter, double the total in the preceding quarter. Cruz's national approval rating may be an abysmal 14 percent, but to the base of the Republican Party, he is an idol.



The current fear derives from Obamacare, but that is only the most recent cause for alarm. Modern American conservatism was founded on a diet of despair. In 1955, William F. Buckley Jr. began the movement with a famous first editorial in *National Review* declaring that the magazine "stands athwart history, yelling, 'Stop.'" House Speaker John Boehner tries to tie into this tradition of opposition when he says in exasperation, "The federal government has spent more than what it has brought in in 55 of the last 60 years!"

But what has been the result over these past 60 years? The United States has grown mightily, destroyed the Soviet Union, spread capitalism across the globe and lifted its citizens to astonishingly high standards of living and income. Over the past 60 years, America has built highways and universities, funded science and space research, and — along the way — ushered in the rise of the most productive and powerful private sector the world has ever known.

At the end of the 1961 speech that launched his political career, Ronald Reagan said, "If I don't do it, one of these days you and I are going to spend our sunset years telling our children and our children's children what it once was like in America when men were free." But the menace Rea-

gan warned about — Medicare — was enacted. It has provided security to the elderly. There have been problems regarding cost, but that's hardly the same as killing freedom.

For most Americans, even most conservatives, yesterday's deepest causes are often quietly forgotten. Consider that by Reagan's definition, all other industrial democracies are tyrannies. Yet every year, the right-wing Heritage Foundation ranks several of these countries — such as Switzerland — as more "free" than the United States, despite the fact that they have universal health care.

For many conservatives, the "rot" to be excoriated is not about economics and health care but about culture. A persistent theme of conservative intellectuals and commentators — in print and on Fox News — is the cultural decay of the country. But compared with almost any period in U.S. history, we live in bourgeois times, in a culture that values family, religion, work and, above all, business. Young people today aspire to become Mark Zuckerberg. They quote the aphorisms of Warren Buffett and read the Twitter feed of Bill Gates. Even after the worst recession since the Great Depression, there are no obvious radicals, anarchists, Black Panthers or other revolutionary movements — except for the Tea Party.

For some tacticians and consultants, extreme rhetoric is just a way to keep the troops fired up. But rhetoric gives meaning and shape to a political movement. Over the past six decades, conservatism's language of decay, despair and decline have created a powerful group of Americans who believe fervently in this dark narrative and are determined to stop the country from plunging into imminent oblivion. They aren't going to give up just yet.

The era of crises could end, but only when this group of conservatives makes its peace with today's America. They are misty-eyed in their devotion to a distant republic of myth and memory, yet passionate in their dislike of the messy, multiracial, quasi-capitalist democracy that has been around for half a century — a fifth of our country's history. At some point, will they come to recognize that you cannot love America in theory and hate it in fact?

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What can the \$2 rule do for your company?

So your sales team didn't meet its third quarter quota. What happened when you called a meeting to review the numbers? Was it Joan's fault because she had surgery and couldn't handle her territory? Was the bad economy to blame, with clients too timid to renew their contracts? Or was the whole team simply despondent, sinking in the quicksand of failure?



Have you noticed it's not necessarily that we fail, but what we do when we fail that can make all the difference? Dr. Edwards Deming, the renowned 20th century statistician, professor, author and consultant, taught that people often choose to operate in zones of blame, shame or justification, which he said was an absolute waste of time, energy and money. He explained that only when we deal above the line, acting with responsibility and accountability, do we progress.

But how can you help your employees live above the line, leaving behind the temptation to wallow in blame, shame or justification? Try what I call the "\$2 Rule."

Marshall Thurber, successful attorney, businessman, author, public speaker — and one of my mentors — took the advice from Deming and challenged a Fortune 500 company to use the \$2 Rule for 90 days: Any time employees chose to deal below the line, they had to contribute \$2 to jars located throughout the office, with the proceeds designated to go charity. In 90 days, they collected a quarter of a million dollars. A quarter of a million dollars! While this was a great windfall for the charity, the greater result was that the exercise raised the employees' awareness of how often they allowed negativity and blame to permeate their day-to-day work. That heightened awareness brought about change. The com-

pany's productivity went through the roof and eventually everyone got a raise.

I've instituted the \$2 Rule not only with my employees, but with my family, as well. We even take it with us on our family vacations with a purpose.

If we were to go scuba diving, for example, and our daughter Mindy showed up without her snorkel mask and fins, what would happen if she used an excuse like, "I broke the straps on my fins yesterday snorkeling, so I didn't bring them"? She'd

be justifying, and she'd owe \$2 to the jar. Or if she said, "You know me, Dad, you always have to remind me," she'd be blaming, and \$2 would go to the jar. Why? No matter the excuse, the result is the same. We would have to go back and get the snorkel mask and fins, which as Deming points out, is an absolute waste of time, energy and money for the entire family.

What would happen if you set up jars and challenged your employees to the \$2 Rule? True, you might gather enough for a sizable donation to charity too. But you'd also likely be surprised at how much everyone starts to rally behind choosing accountability and responsibility. When implemented in a positive, fun way, the \$2 Rule often becomes contagious, with co-workers supporting each other in changing the way they handle setbacks and failures. This could cause ripple effect changes throughout the entire company, which could boost your bottom line.

So go ahead, tame the blame game and see what positive dividends the \$2 Rule can pay.

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



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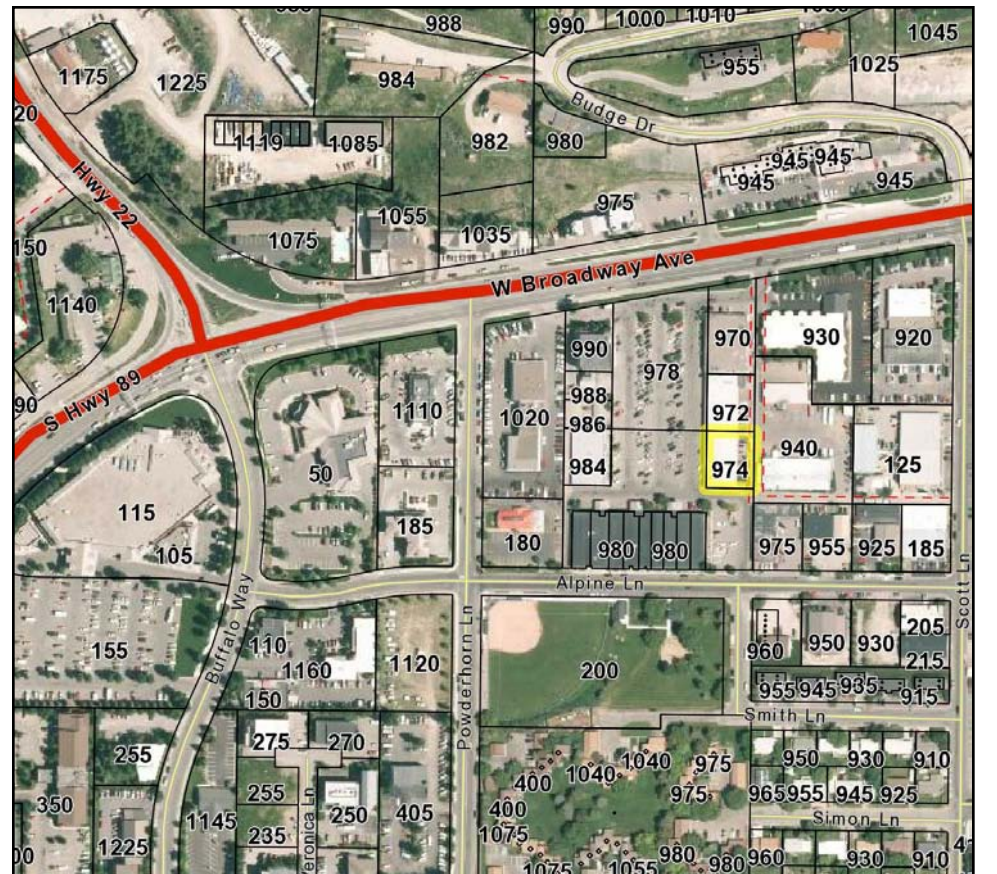
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