

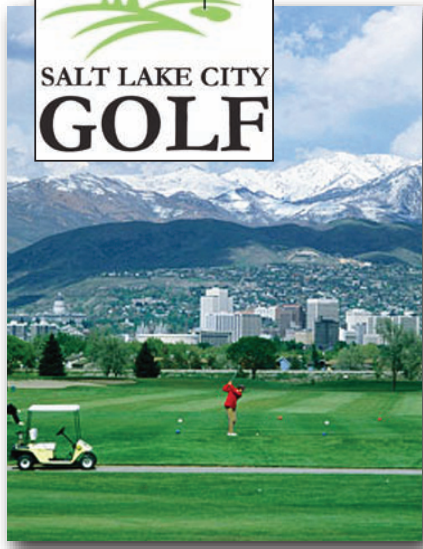
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A Syberjet SJ30 light business jet sits outside the company's facility in Cedar City. Syberjet has already filled 36 jobs since receiving the go-ahead for its southern Utah plant last year.

Syberjet creating buzz, new jobs in Cedar City

Brice Wallace
The Enterprise

By this time next year, MSC Aerospace could be delivering its first aircraft. But already the company has had an impact on Cedar City.

"I don't know of anything else quite like it in southern Utah and it's even probably unique in the state," Whitney Clayton, chief executive officer, told the Governor's Office of Economic Development (GOED) board at its February meeting.

"I just came back last night from Cedar City and they are all abuzz down there, the local population. Everybody knows what's going on. Everybody wants to work there. We're really excited about it."

On the heels of receiving an incentive from the board last year, the company is in the midst of producing the SJ30 light business jet aircraft through its SyberJet Aircraft business, one of three subsidiaries adjacent to the Cedar City Municipal Airport.

Clayton said MSC has created 36 jobs

since Cedar City was selected as a production site, with 15 positions still unfilled. Eighty more positions will be filled this year, part of a ramping up to 1,200 jobs over the next decade. Positions include aerospace engineers, assembly/structure mechanics, quality inspectors, fabricators and machinists.

MSC is the umbrella company for Syberjet Aircraft, parts manufacturer Metalcraft Technologies Inc. (MTI) and real estate company Cedar Building Associates. Metalcraft has been making aircraft parts for years, including supplying more than 2,000 pieces for the 747.

Clayton said the SJ30 will be "sort of a category buster" in private aviation, with a price tag of about \$7.5 million, while competitor aircraft sell at about \$14.5 million. "It's really going to make an interesting entry into the market," he said.

"It's the fastest, longest range, most fuel-efficient, most technologically advanced private jet in its class. Everybody in the

see SYBERJET pg. 4

Utahns don't feel they are financially fit

More Salt Lake area adults feel like they are physically fit than feel like they are financially healthy. That's according to a new survey conducted by Wells Fargo Bank.

Conducted late last year in Salt Lake, Davis and Summit counties, the survey found that 66 percent feel they are either in good or great shape physically, but fewer than half reported being financially healthy. Of 300 adults ages 25 to 75, only 40 percent feel they are in good or great financial shape to retire comfortably, and 44 percent said they have enough savings set aside for emergencies.

Similarly, only 43 percent of households with children feel they are in good or great financial shape to cover their children's educational expenses.

"In addition to working off those extra holiday pounds, many of us could benefit from taking control of our financial health," said Susan Mayo, Wells Fargo regional director of The Private Bank in Salt Lake City. "Our survey showed that two of the biggest obstacles to getting financially fit are not knowing the best approach, and sticking to a savings plan."

In a release of the survey results, Wells Fargo offered consumers tips on achieving financial health that included things like setting goals, setting and sticking to a budget, evaluating expenses, understanding credit, paying down debt and establishing a savings program.

"Going to the gym is a great way to start getting physically fit. Visiting your banker or financial advisor is a great first step to getting fiscally fit," Mayo said.

Gas prices going up but CPI still drops

The overall cost of goods and services for Utah consumers continues its slight decline despite modest hikes in gas prices — a major factor in the cost of living. The Zions Bank Wasatch Front Consumer Price Index (CPI) decreased 0.1 percent from December to January on a non-seasonally-adjusted basis. Over the past 12 months, prices have increased in Utah by 1.8 percent.

By comparison, the national Consumer Price Index, released by the Bureau of Labor Statistics, increased 0.4 percent from December to January on a non-seasonally-adjusted basis and has increased 1.6 percent

over the past 12 months.

Consumers paid more for food from grocery stores in January, with food-at-home prices increasing 0.7 percent month-over-month. For the third straight month, produce prices have moved significantly higher due in part to challenging weather conditions, including cold and frost in some of the winter fruit and vegetable growing states. Overall beef prices also jumped about 3 percent last month in the state. This reflects national trends, as choice grade beef prices are up over 15 percent year-over-year in national commodity markets.

Offsetting the increase in food-at-home prices, food-away prices — which include full-service meals, fast food and alcoholic beverages — declined 1.0 percent. Specifically, Utahns paid less for full-service meals and certain alcoholic beverages while fast-food prices were unchanged. Full-service restaurants often see lower demand in the winter months as consumers are less apt to venture out or travel, especially if they are going to encounter snow, ice or freezing temperatures. This can prompt restaura-

see CPI pg. 4



Collaboration key to rural development

Brice Wallace
The Enterprise

"Development" was a key word during the recent fourth annual Rural Legislative Day at the Capitol, with Lt. Gov. Spencer Cox and others emphasizing that rural counties of Utah need to collaborate to improve the lot of entire regions.

Cox said rural cooperation and collaboration "is what we should have been doing all along."

"I've been preaching this for a long time," he said. "We get very territorial sometimes. We do that within counties, from one city to another, and we definitely do that between counties. And this realization that a positive for somebody else can also be a positive for us, that we're all in this together, that's being exemplified in eastern Utah."

Representatives from the eastern part of the state spoke about initiatives involving multiple counties.

"We have come to an understanding among all of us and we agree that there is going to probably be some disproportional discrepancies at times, that one county or another may get more attention or more whatever," said Tammie Lucero, executive director of economic development for

Uintah County. "But, at the end of the day, we understand it's in the best interests of all of our counties that there's good, [and] it can happen all the way from Monument Valley to Flaming George."

When one thinks of development in rural Utah, capitalizing on natural resources might be the first image that comes to mind. Cox said economic development and protection of natural resources can happen simultaneously.

"I get frustrated sometimes because when we're fighting the federal government on some of these state sovereignty issues that are so important to us, unfortunately the mindset is, well, it's an industry versus environmental protection, and that's simply not true. I believe that those of us who live closest to these resources value them the most and value protecting them the most," he said.

"We value and acknowledge the importance of outdoor recreation and the tourism that comes with that. ... Trust me, we don't want them destroyed," he added, saying "there is enough for everyone there."

Cox said some environmentalists have the wrong idea about rural areas. In the Uintah Basin, "they expect to see oil rigs dotting the landscape everywhere they drive," but discover that's not the

case. When they are shown oil rig areas, "they kind of realize, 'Oh, yeah, this makes some sense,'" Cox said.

"So we've got to get past this either-or mentality," he said. "It doesn't have to be that way."

Cox responded to an audience question about the possibility of more areas of Utah attaining national monument status. But he said Gov. Gary Herbert is constantly in touch with Interior Secretary Sally Jewell, and U.S. Rep. Rob Bishop is working with several stakeholders, including county and local officials and preservationists. The goal is "to come together in a way that we can find ways to protect some of our pristine wilderness areas but also be able to increase our production when it comes to natural gas and oil and some of those other things that are so important, and to better manage the lands that we have," Cox said.

"I have great hope for that. That's the one thing I think that can save us. When we have buy-in from all of these partners, some of whom are also very important to the Obama Administration, we may have a chance there. But all it takes is a stroke of a pen and it (monument designation) can happen tomorrow, and we've seen it before."

Three firms get RFT grants

Three rural Utah companies will expand after being approved for Rural Fast Track (RFT) grants by the Governor's Office of Economic Development (GOED).

The grants were reviewed and supported by the GOED board at its February meeting.

Grants for \$50,000 have been awarded to Timberline Range Camps LLC of Mount Pleasant and Delta Garbage Service.

Timberline is building an addition to its current location to organize and house its expanding foundry and casting business as well as buy new equipment. The company expects to add three builder jobs, one full-time RV mechanic and one full-time welder in a project expected to cost about \$107,000.

Delta Garbage Service will buy used to manufacture steel garbage containers. The company expects to hire 100 skilled and semiskilled workers, including welders and truck drivers, in a project expected to cost \$103,000.

Four Corners Adventures LLC will receive an RFT grant of up to \$20,871 to expand the business, located in Blanding. It is buying equipment needed for day-to-day business operations and to ensure tourist safety. It expects to hire a full-time operations manager and three additional full-time, seasonal guides. The project will cost about \$41,742.

The RFT program is available to small companies in rural Utah. To be eligible, a company must be in a county with a population less than 30,000 and average household income less than \$60,000; must have been in business for at least two years; must have at least two full-time employees; must reach an agreement with GOED outlining performance milestones; and must demonstrate how the business development project will promote business and economic development in a rural county.

Cal-Maine acquires Delta Egg Farm

Jackson, Miss.-based Cal-Maine Foods Inc. has acquired the remaining 50 percent of the membership interests of Delta Egg Farm LLC from Sunbest Foods of Iowa. The company already owned 50 percent of Delta, so the entity will become a wholly owned subsidiary of the Cal-Maine. The purchase price was announced at \$17 million.

Delta Egg Farm owns and operates a feed mill and egg production complex with capacity for approximately 1.2 million laying

hens located near Delta as well as an organic egg production complex near Chase, Kan.. The deal is expected to close March 1.

Commenting on the announcement, Dolph Baker, chairman, president and chief executive officer of Cal-Maine, said, "While we have enjoyed a long-term working relationship with Sunbest Foods, we are excited about the opportunity to take over the ownership and management of Delta Egg Farm. We look forward to the opportunity to continue to expand our business and provide greater

value for our shareholders."

Cal-Maine Foods Inc. is primarily engaged in the production, grading, packing and sale of fresh shell eggs, including conventional, cage-free, organic and nutritionally-enhanced eggs. The company is the largest producer and distributor of fresh shell eggs in the United States and sells the majority of its shell eggs in approximately 29 states across the southwestern, southeastern, mid-western and mid-Atlantic regions of the United States.

Sandy honors partnership with Gold Cross

The Sandy City Council has named Gold Cross Ambulance as the city's 2014 Business Partner of the Year. The recognition cites the ambulance company for exceeding the expectation of services on behalf of the residents of Sandy.

Since October of 2008, Gold Cross has been partner with the Sandy City Fire Department and bases its ambulance units out of

Fire Station 31.

Gold Cross was recognized as a critical part of the city's operational structure providing EMS support on many different levels, including structure fires, backup for medical crews when responding to other calls, and serving inter-facility calls and the less critical or "Alpha" EMS calls. This back-up service by Gold Cross al-

lows the fire department to remain in place and available to respond to more critical emergencies.

"We are gratified by this recognition and value our partnership with Sandy City Fire Department," said Mike Moffitt, president of Gold Cross. "We are well integrated with the firefighters and enjoy serving the citizens of Sandy."

Report says commercial real estate is on rebound

Commercial real estate in Utah returned to pre-recessionary levels in several categories last year, with total investment sales reaching its second highest level ever, according to figures compiled by Cushman & Wakefield Commerce.

The Salt Lake City-based firm's 2013 Year-End Market Review indicated positives throughout office, medical office, industrial and retail markets.

"Once again, Utah has seen a stellar year of growth and development, and has received numerous national accolades for its stability, pro-business environment and high quality of life," said Michael Lawson, the company's president.

"The commercial real estate market in Utah saw a shift in 2013 as it drove past the effects of the recession with all property types moving beyond stabilization into a period of expansion. By end of year, Utah had recorded the second highest level of investment sales activity in the state's history with nearly \$1.4 billion in sales. With numerous construction projects lining up, 2014 is anticipated to be another strong year for commercial real estate."

The report said every submar-

ket in the Salt Lake County office market saw some type of improvement in 2013 as more than 1 million square feet was absorbed, representing the third highest level on record. Demand is expected to continue into 2014.

In Utah County, the office market saw moderate growth, with more than 35,000 square feet of positive absorption. The overall vacancy rate fell by 0.7 percentage points to end the year at 13.8 percent. The Utah County South and Orem areas were essentially flat, and Provo saw 68,322 square feet of negative absorption. The strongest market was Utah County North, with 115,419 square feet absorbed, boosted by Thanksgiving Point IV coming online.

The overall office vacancy rate fell significantly in Weber County, with Class A buildings leading the way with the largest absorption. Vacancy rates in class B and C properties fell but continued to remain on the high end.

In Davis County, class B and C office vacancy rates fell in 2013. Vacancy in Class A space rose, largely due to new construction at Station Park.

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Incentives bring TV series to be shot in Utah

Brice Wallace

The Enterprise

Utah will again be home to a network television series as both the pilot and first two seasons of "Galentine" will be shot in the state.

It marks the first network TV series for Utah since "Touched by an Angel," which ran on CBS from 1994 to 2003.

The productions of the pilot and first season of the post-apocalyptic "Galentine," which will air on AMC, were approved for Motion Picture Incentive Program funds by the Governor's Office of Economic Development (GOED) board at its February meeting.

"We've worked for years and years and years to try and get a big, huge network series into Utah ..." said Amy Rees Anderson, a GOED board member who also chairs the Utah Motion Picture Advisory Committee. She noted that since "Touched by an Angel," the state's largest TV series has been "Granite Flats," which airs on BYUtv. "It's been a huge push and something that we've wanted because what it does is it gives us ongoing dollars [and] ongoing jobs. ..."

Marshall Moore, director of the Utah Film Commission, said he got goosebumps before presenting the production incentive

information to the GOED board "because this is something we've been working very hard on since I've been the director of this office. ... This is the kind of project that we are excited to bring to this board."

The science fiction story focuses on an agrarian village in the western Rockies "after society has crumbled," Moore said. Among the producers is Ridley Scott, whose work as a director and producer has included "Alien," "Thelma and Louise," "Gladiator" and "Black Hawk Down."

The board approved a tax credit of between \$1.46 million and \$1.8 million for Galentine Productions LLC for the pilot, which is expected to shoot June 16-July 3 and spend \$7.3 million in the state. Preproduction for the first season will take place a year from now, with 75 days of shooting from early March through mid-June. A tax credit of between \$4.6 million and \$5.75 million was approved for that production, based on expected spending in Utah of \$23 million.

The GOED board also resolved that Galentine Productions II LLC, the company formed for the series' second season, will have priority for eligible Motion Picture Incentive Program money that becomes available in the future.

"The [spending] dollars are good, the jobs are good, the production company is fantastic ..." Moore said of "Galentine."

GOED documents indicate the pilot and first season will feature a cast of 20 to 25, about 350 extras and 120 crew members.

"They're planning to do a full two seasons here and continue on, so we're hoping it goes years and years into the future," Anderson said. "This is such a huge deal. It really is a huge deal for us. ... With the ongoing, perpetual work, it helps us bring back [production] people that have left the state when there wasn't enough jobs in the industry, so you get people coming back in, which helps then to get more movies in and other series. ... This is a big deal. This is what we've been dreaming about forever."

At the February meeting, the GOED board also approved incentives for:

- Abolitionist Season 1 LLC for the documentary TV series "Abolitionists." Moore said the show will follow a team of former government special agents tracking down and rescuing children kidnapped and trafficked around the world. The production is expected to spend \$975,000 in Utah, with principal photography scheduled for Jan. 8-Nov. 14. Its

incentive is a tax credit of at least \$195,000.

- Don Verdean the Movie LLC for "Don Verdean," a comedy feature film. It will receive a tax credit of between \$250,000 and \$312,500 as the company spends \$2 million. Principal photography is scheduled for Feb. 10-March 14.

David Hunter, a producer, said the story is about a biblical archaeologist "who is a bumbling fool" with a cult following, so he starts manufacturing biblical artifacts. Shooting will take place in Salt Lake City and the St. George area. Stars include Sam Rockwell, Amy Ryan, Danny McBride, Will Forte and Jemaine Clement.

- Giver Productions, which was approved for a revised incentive for its production of the drama feature film "The Giver." It had been approved for a tax credit of at least \$128,053 based on estimated spending of \$640,000 in Utah. However, it now expects to spend \$1.4 million, so the incentive was increased to between \$280,000 and \$350,000.

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The report indicated moderate improvement in the office market in Washington County as the overall vacancy rate fell 1.7 percentage points to end at 11.5 percent.

Summit County experienced 65,000 square feet of net absorption. "This strong absorption, coupled with no new construction, pushed vacancy rates down by 5.7 percentage points to their lowest levels since 2008," the report said. It added that average asking lease rates have been climbing, especially around the Kimball Junction area, where much of the new development is occurring.

On-campus medical office buildings had improved vacancy rates during the second half of 2013, finishing the year at 10.3 percent. "Little changed in the second half of 2013 for off-campus properties as Class A vacancies remained high as both the Hoopes Vision Building and One Sandy Center continue to have high vacancy," the report said.

Regarding industrial markets, Salt Lake County had positive absorption of 2.57 million square feet last year, the highest annual level since 2007 and topping absorption in the last four years com-

bined.

"In 2013, the Salt Lake County industrial market capitalized on the momentum from 2011 and 2012 and showed that it is no longer in recovery mode but entered an expansion period," according to the report.

With many tenants interested in acquiring their own buildings in Utah County, leasing activity remained strong and the overall vacancy rate finished at a "strong" 5.7 percent, down 2.4 percentage points during the year.

Weber County's industrial market continued to be its strongest sector, according to the report, as vacancy rates fell from 8.3 percent to 6.4 percent in 2013.

Davis County's industrial segment "remained strong," with a vacancy rate of 3.9 percent, and lease rates and sales prices "are on the rise as quality space becomes harder to find," according to the report.

Washington County's vacancy rate fell 3.8 percentage points to finish the year at 4 percent, with "solid" absorption throughout the year. Summit County, mostly with smaller buildings with incubator or mid-bay type space that primarily caters to local construction and service companies, saw its vacancy rate slip by 4.4 percentage points to finish at a mere 1.1 percent. "Given this severe lack of supply, it appears likely that some

speculative construction will begin to occur in 2014," the report said.

Retail markets in 2013 had very little new construction completed last year, with only pad space and additions to existing centers. Still, the market saw 752,321 square feet of positive absorption.

"New construction will increase in 2014 and be more in line with long-term averages as several grocers are expanding in the market. Average asking rates will see upward pressure, which will also be buoyed up by the new product on the market," the report said.

In Utah County, Lehi saw a "dramatic" amount of retail expansion in 2013, a trend expected to continue. That likely will lead to vacancy rates leveling off.

Weber County retail vacancy rates have steadily declined over the past two years, with landlords offering incentives such as free rent and tenant improvements to lure new tenants. Lease rates have been relatively flat but are inching back up as the market strengthens.

More than two dozen retailers and restaurants opened their doors in Davis County last year. "Overall lease rates are on the rise as renewed confidence and steady growth improve the retail sector," the report said.



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PUBLISHER & EDITOR

R. George Gregersen

PRESIDENT

David G. Gregersen
david@slenterprise.com

VP/GENERAL SALES MANAGER

Dale Dimond
dale@slenterprise.com

MANAGING EDITOR

John M. Rogers
john@slenterprise.com

CONTROLLER

Richard Taylor
richard@slenterprise.com

OFFICE MANAGER

Dionne Halverson
dionne@slenterprise.com

REAL ESTATE SECTION

Rhonda Bachman
rhonda@slenterprise.com

ART DIRECTOR

Ann Johnson
ann@slenterprise.com

CIRCULATION

Natalie Lujan
natalie@slenterprise.com

ADVERTISING INQUIRIES

david@slenterprise.com

TO CONTACT NEWSROOM

john@slenterprise.com

ART SUBMISSIONS

ann@slenterprise.com

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A strong culture will help you hang on to those key employees

In the most recent release the national unemployment rate has dropped to 6.6 percent, and in the state of Utah it is now at 4.1 percent. Folks, the war for talent is on. In fact, the Bureau of Labor Statistics reported that employee resignations are on the rise. In the first eight months of 2013, 2,247,000 employees voluntarily resigned their jobs. Unfortunately the unmotivated “c” players are staying put. It is typically the go-getters, your top performers or high potentials that are seeking new opportunities. The talent is walking out of the door. What can you do? How is your cultural strength?

People do not leave their jobs for more money. People get more money when they leave their jobs and give that reason when giving notice. Employees quit when they do not like their boss and the overall climate of the company. Relationships and work environment are the top reasons talented people resign. In short, it is the company culture that drives talent retention. Do you know what your culture is? Is it what you believe is in the hearts of your people? This is where it matters most.

Company culture is obvious in many successful companies and is common cited as a key to success. In a recent Alternative Board B.O.S.S. webinar, presenter Mark Komen defined culture as the characteristic patterns of thinking and behaving shaped by the shared

beliefs, values and underlying assumptions of an organization's members. The founder and CEO of Zappo's said, “Culture is everything.” Vastly different, Boeing has developed and maintains an equally strong culture. Both companies are deliberate and systemic in defining, developing and defending their company culture. Here are key elements in establishing a strong culture in your company:

1. Define it in writing. Start with the personal values of the owners and senior leadership. In small business, the owners' values and the company values are inseparable. Combine the values with the mission, vision or purpose, the “why” you do what you do. Include the human element to connect with your employees.

2. Recruit matches. Look at your advertisements and job board posts. Discuss your culture right up front. Key words and phrases will attract matches and repel applicants who do not want to work in your culture. Defining your company with words like “innovative,” “creative” and “fun” for example will get different respondents than words like “traditional,” “formal” and “conservative.” Is your company local or international, casual dress or business dress, flex time or set hours? Be accurate and plain spoken. A winery should mention that tasting wine is an expectation; those opposed to alcohol use need not apply. Where you place

ads can also shape the fit of the applicants. Save time on reviewing non-fit resumes.

3. Select for fit. Resumes show credentials and experience only, especially with online applications. They typically do not reveal cultural fit. Dean Smith, legendary University of North Carolina basketball coach, once said, “I cannot teach height, but I can teach rebounding skills.” You cannot teach fit, you have to utilize a selection process that discovers if the applicants have the same traits that your company wants on board. Highly collaborative companies will utilize panel or group interviews. Hierarchical companies will use sequential interviews. The pace of the process should match your company pace — methodical and deliberate versus extemporaneous and agile. The interview questions should be tailored to extract information about work styles and habits and the applicants' values. Of course, be careful not to utilize questions that could be construed as discriminatory. Make offers only if you feel they belong in your culture.

4. Onboard strongly. Get the new employee off to the right start. The stronger your orientation communicates your culture the better chance the new hire will know how to be successful. Share the stories of how the company got started, highlight the company heroes. Turn them into mythological giants. Assign a buddy or trainer that embodies the culture and have them meet for several weeks to

keep the new employee on track. It may seem cheesy to you, but first impressions are key.

5. Design the environment. The physical workplace speaks volumes about your culture. Make sure it supports what you want. Decisions on open floor plans, offices, furniture styles, decor and lighting are subliminal messengers. Work from home or strict work schedules send different messages. In addition to the physical surrounding, the permissible language, jargon and acronyms are cultural signals. Of course, be sure your environment is safe physically and emotionally, unless you are training Navy SEALs.

6. Give guiding feedback. Carefully establish your coaching and training content to include examples that reinforce your culture. Performance management tools should cite your company values as part of the appraisal. Feedback is both formal and informal so make sure you consistently are relating to your values in explaining why things are done or prohibited.

7. Recognize it. It is vital to consistently design and implement your recognition and rewards programs. Use incentives or bonuses that support not undermine, your culture. Often people do what you

pay, not what you say. Do you pay for individual contribution or teamwork? Do you reward accuracy and compliance or innovation and creativity? Your recognition programs are more essential to culture reinforcement. Since they are more visible and openly discussed, these programs provide much greater leverage than money.

8. Defend it. Your culture is the heart of your organization. If you have bad fits, get rid of them. Keep your workplace free from the virus of counter cultures and sub-cultures. When bad fits are present — even if highly talented — they must be managed out. In the strongest cultures, they self-select out but often deliberate, protective action is required by leadership. Yes, fire them.

You have a culture, whether you realize or not. Successful, legendary companies work proactively to have the culture you want. Define, develop and defend a culture that is infectious, not infected.

Russell Lookadoo is the president and chief strategist for HRchitecture, a human resources consulting firm and owns The Alternative Board practice in the Salt Lake area.



RUSSELL
LOOKADOO

Ontario company buys Sphere 3D

Sphere 3D Corp. of Ontario has entered into an agreement to acquire V3 Systems Inc. Founded in 2010 and based in Salt Lake City, V3 provides desktop cloud management solutions. V3 is the creator of the Desktop Cloud Orchestrator software.

“This acquisition will quickly add breadth to our overall product portfolio, and fast tracks our transition to commercial operations with accretive revenue from day one,” said Sphere 3D CEO Peter Tassiopoulos.

Sphere 3D has been working closely with V3 for several months and began shipping V3 appliances to customers in January. Sphere 3D and its global licensee, Overland Storage Inc., have expanded their relationship to include the V3 offering and will embed some of Overland's network assisted storage and clustered storage technology within the product suite.

CPI

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rants to lower prices in the winter months to try to increase demand and subsequently increase prices in the spring months as consumers become more active.

Although overall transportation costs fell again in January largely due to a decrease in the price of used and new vehicles, Utahns finally saw gasoline prices rise again after they had declined for four straight months. Utahns paid an average of \$3.11 per gallon of gasoline in January, up from \$3.06 in the month prior. Still, the average price of gasoline in Utah to end the month of January was about 5 percent lower than the national average price per gallon and about 6 percent lower than the average price per gallon of gasoline in Utah during the same period last year.

In other categories, clothing prices, up 0.4 percent, rose again in January due to an increase in prices for men's and women's apparel and jewelry. Recreation

prices increased 0.4 percent in January as costs for pets and pet products increased. Medical care costs, up 0.2 percent, increased as higher prices for prescription drugs and elderly care offset a decrease in prices for eye care products. Utahns paid 0.6 percent less for education and communication services in January due to a decrease in cellphone plan prices. Other goods and services also decreased 0.6 percent as prices for personal care products decreased in January. Transportation and utility prices, down 0.2 percent and 0.1 percent respectively, also decreased. Housing prices were unchanged in January.

“For the first time in several months, gasoline prices inched higher,” said Scott Anderson, Zions Bank president and CEO. “But that alone is not cause for concern, as gasoline prices generally increase in the spring months. What is important is that we do not see a sharp and abrupt spike in prices, and thankfully early reports indicate that this year's expected increase will be slow and steady.”

SYBERJET

from page 1

aerospace world knows that, but none of the previous owners have really been able to launch the program and get it into full mass production.”

Able to fly seven people, including two crew members, the SJ30 will be able to cruise at Mach 0.83, have a range of 2,500 nautical miles and typically fly at 41,000 to 43,000 feet, although it will be rated at a 49,000-foot ceiling. By comparison, commercial jets typically fly at about 37,000 feet at Mach 7.9, he said.

“We will beat the commercial aircraft,” Clayton said of the SJ30's speed. “Where you really save time is not having to go through the airport line.”

Flight tests to re-certify the SJ30 will take place this summer, with two aircraft being produced for delivery next spring. At current tooling capacity, the company will be able to produce 24 aircraft annually. The company will start taking orders in the second quarter of this year.

“We don't want to repeat some of the mistakes that a lot of the old competitors have made,” Clayton said. “We're making sure [the] first flight is completely locked down. We have people knocking our doors down about it, but we're

sitting tight for just a second.”

The company announced its Cedar City headquarters and SJ30 assembly plant site last June after the GOED board approved incentives of \$16.8 million for SyberJet and \$15 million for MTI. MSC said the combined value of incentives from state and local governments totaled more than \$43 million. At the time of the announcement, Metalcraft had 400 employees at a facility that housed corporate and staff offices, sheet metal fabrication, machining, heat treatment, inspection, and shipping and receiving operations.

Before acquiring SyberJet for \$3.5 million in 2011, Metalcraft did wing and fuselage manufacturing for the SyberJet as well as component work for Boeing, Bombardier's Learjet, General Electric, Gulfstream, Lockheed, Northrop Grumman, SyberJet and Vought.

SyberJet became available to Metalcraft after one of its investors, Emivest Aerospace, went bankrupt following a dip in light aircraft demand. The SJ30 program once had the financial backing of several individuals and entities, including Gulfstream Aerospace, General Dynamics (now Lockheed-Martin), a collection of Taiwanese financial investors and Emirate Investment Development Corp. PDC (Emivest Aerospace).

Industry Briefs

ACCOUNTING

• **CBIZ MHM LLC**, the financial services division of CBIZ Inc., has named **Robert J. Cole** as tax practice leader of its Utah office. He will be responsible for the financial health of the tax practice segment, including revenue growth, tax personnel development and client service delivery. Cole has been with CBIZ Utah for 14 years, serving as a managing director of CBIZ MHM LLC, and a shareholder at Mayer Hoffman and McCann PC. He has nearly 30 years of accounting experience, providing tax and advisory services to privately and publicly held companies as well as individuals. He also has extensive experience with flow-through entities, family-owned businesses and divorce litigation support. He received his Bachelor's and Master's degrees in accounting from Utah State University.



Robert Cole

HEALTHCARE

• **Standard Optical**, Salt Lake City, has hired **Dr. Lloyd Williams** as chief surgeon and medical director. He will oversee all medical eye care patients at Standard Optical, including pediatrics. Williams, who trained at both Moran Eye Center and the Wilmer Eye Institute at Johns Hopkins, specializes in refractive surgery, cataract surgery and cornea transplantation. He also performs intraocular lens (IOL) implant surgery, which is a new procedure offered by Standard Optical. Williams also has been volunteering and performing surgery in Zambia for more than a decade and is president and founder of the nonprofit corporation HelpMercy International

Inc., which works to eliminate blindness, provide care for burned children, and provide medical and nutritional support for patients at Macha Hospital in Zambia.

INSURANCE

• **Dental Select**, a Salt Lake City-based dental benefits provider, has appointed **Chip Huffman** as chief sales and marketing officer. Huffman was promoted after serving as vice president of national sales and marketing over the past year. His experience includes working for other major national benefit carriers for more than 24 years.

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LAW

• **Durham Jones & Pinegar**, Salt Lake City, has hired **Warde S. Allan**, **Spencer D. Critchett** and **Jonathan H. Hoagland**. The firm now has 92 attorneys in five offices. Allan joins the firm as an of-counsel attorney practicing in the Business & Finance section. His practice focuses on emerging companies, international law, mergers & acquisitions and securities law. He previously was associate general counsel for Ancestry.com. He received his J.D. from Brigham Young University's J.

Reuben Clark Law School in 2004. He also holds his B.S. in Business Management from BYU.



Warde Allan



Spencer Critchett



Jonathan Hoagland

previously worked as a personal planning practice associate at Proskauer Rose. His education includes a J.D., M.S. in Information Systems Management and B.S. in Accounting from BYU.

NONPROFITS

• **Image Reborn Foundation**, a Park City-based nonprofit provider of healing retreats for those diagnosed with breast cancer, has appointed **Jodi Holmgren** as

executive director. Holmgren has more than 25 years of marketing and public relations experience, including big agency, consulting and nonprofit experience. Prior to joining Image Reborn, Holmgren was executive director of One Revolution, another nonprofit based in Park City. Her education includes graduating from Dixie State College.



Jodi Holmgren

RETAIL

• **BodyGuardz**, Lehi, has hired **Terry Stone** as vice president of business development. Stone has 26 years of technology and business development experience, including time at Apple, Microsoft, NEC, Nokia, Computer Associates, HP and Aruba Networks. Stone began working in the technology

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Terry Stone

industry after he graduated from Brigham Young University in 1987.

SERVICES

• **Mountainwest Home Services** has received its fourth consecutive "Super Service Award" from Angie's List, a website focused on customer-sourced reviews of local businesses. The family-owned company provides residential air conditioning, heating and plumbing in Salt Lake City. Angie's List customers grade on five key indicators of service: price, quality, responsiveness, punctuality, and professionalism.

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Is your company 'good' - or maybe slightly below 'good'?

Jim Collin's immortal business bestseller, *Good to Great*, created a revolution in many businesses and an explosion in book sales. The book was adopted, adapted, taught and implemented. In many instances, companies did go from good to great — or at least from good to very good.

The key is these companies sought improvement. Self-improvement. Whether it was from within, or from an outside group of impartial experts, the concept was and is to “get better.” Great is an illusive target. Collins knew it.

The concept is not complicated. It revolves around self-assessment, an agreed-upon game plan of action, measurable results and an overall spirit that includes individual work, teamwork and remarkable leadership. So far it's simple.

The real issue, and the thing that has always bothered me about the book, is that the beginning premise assumes you are “good.” Most companies and their people are not. Most businesses are not. And you see them every day, going out of business.



JEFFREY GITOMER

Many companies try to maximize profit by cutting costs, or worse, cutting quality, or way worse, cutting service offerings. Then customers get angry and tell other potential customers through social media or some form of online reporting like Trip Advisor or Angie's List. Then reputation is somewhere between questionable and lost — followed by a downturn in business.

In 1996, I wrote this customer service truth: “It never costs as much to fix the problem as it does to not fix the problem.” Eighteen years later, that statement has never been more true.

Good to Great was published in 2001 — way before social media dominated the scene. Companies no longer have to self-assess; all they have to do is go to their Facebook page where their customers have already done it. And there's usually a huge gap between what companies and their leadership THINK they are, and what their customers SAY they are. I will always take the latter as the true picture.

So the real challenge is not

how you get from good to great. It's how you get from crappy to good. Things like rundown hotels, lousy food in a restaurant, rude clerks in a retail store, long lines to be served, long waits on hold, not keeping up with technology and poor management seem to be pervasive in our society.

An easy way to begin your march up the ladder to greatness (or even just goodness) is to talk to more of your customers. Get their views both online and in person. Get video from them if you can. Create a YouTube channel that features their voices.

“Voice of customer” in any format forms a clear picture of exactly where you are in their opinion, what they like, what they expect and what they wish was better. It creates a solid foundation from which to start. What better place to start than from the customer's perspective of what would help you get better?

Oh, it's also your reputation. And it's also FREE!

This same lesson applies to salespeople. How “good” are you? Is “good” your starting point? If you didn't make your sales goals

last year, can you honestly say you're good? Or would you fall just below good? Somewhere between crappy and good?

Keep in mind that as I'm attempting to help salespeople assess themselves, they are the lifeblood, and the cash flow, and the profit of the business. Businesses that don't make enough sales go out of business. Were they good businesses gone bad? Were they good businesses with bad salespeople? Or were they bad businesses that failed? I'll take the latter.

And while I realize that I'm taking a superficial view, not going into detail about quality of leadership, quality of service, quality of product, employee retention or customer retention, I maintain my premise that “voice of customer,” both internal and external, will net better truth and a better foundation than a bunch of leaders and consultants sitting around a table coming up with ideas. Many of them self-serving.

Back to salespeople for a moment. There is no quick fix to get a salesperson from good to great or from below good to

above good. But there is a real answer: *training*. Repetitive training until the salesperson goes from understanding and willingness to application, proficiency and finally, mastery through daily action.

Be willing to measure your results. CAUTION: Measurement isn't how many cold calls you made this week. Weak measurement. Don't measure failure, measure success. Measure pipeline dollars. Measure sale to profit percentage. Measure new customers secured. Measure reorders.

Make measurement a learning experience, not a punishment.

Good to Great isn't just a book and a concept; it's also a challenge. The ultimate desired outcome, wherever you enter the process, is IMPROVEMENT. Where are YOU on that path? How big is the “room for improvement” in your world?

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible* and *The Little Red Book of Selling*. His best-selling *21.5 Unbreakable Laws of Selling* is now available as a book and an online course at www.gitomerVT.com.

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Calendar

Feb. 24, 12:15-1:45 p.m.

Utah Manufacturers Association Annual Membership Luncheon. Featured speaker will be Lt. Gov. Spencer Cox discussing the importance of manufacturing in Utah. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$50, \$350 for table of eight. Reservations may be made by contacting Annette at (801) 363-3885.

Feb. 25, 7:30-11:30 a.m.

"Risk Assessing and Risk Ranking," presented by Piercy, Bowler, Taylor & Kern (PBTk). PBTk will cover all three phases (pre-audit, fieldwork and reporting) of internal and IT auditing in a three-part series of seminars. The first seminar will focus on techniques for identifying an organization's risk universe and various methods in ranking those risks. Designed for experienced and new internal and IT auditors, plus others who have an interest in or responsibility for an organization's risks and controls. Speakers include Tom Green, who has performed internal audits for more than 17 years and has been the chief internal auditor for a publicly traded company, among other internal audit positions, and Sam Belnap, who focuses specifically on IT audits and IT-related risk assessments. Location is PBTk offices, 7050 Union Park Ave., Suite 140, Salt Lake City. Free. Details are at <https://pbt-kriskassess.eventbrite.com>.

Feb. 25, 11 a.m.-1 p.m.

"Financing Your Exports: SBA Loan Guarantee Programs," part of the World Trade Center Export Series. Event will feature presentations by Steve Price, deputy district director of the SBA Utah District Office, and Mark Garfield, senior vice president and region manager of international banking for Zions Bank. Location is World Trade Center Utah, 60 E. South Temple, Salt Lake City. Free. Details and RSVPs are available by contacting Alia Giama at (801) 532-8080 or agiama@wtcut.com.

Feb. 25-26, 11 a.m.-5 p.m.

Big Business and Technology Expo. Feb. 25 keynote will feature a "Titans of Business CEOs" panel. Feb. 26 keynote will be "Tech10," featuring quick-fire presentations about top new technologies. Location is UCCU Center at Utah Valley University. Cost is \$6, which includes lunch and keynote sessions. Details are at www.bigbizconference.com.

February 25, 11:30 a.m.

Women in Business

Luncheon, a Sandy Area Chamber of Commerce event. Speaker will be Jen Campbell, associate director of the South Valley Sanctuary. Location is Buca di Beppo, 935 E. Fort Union Blvd., Midvale. Cost is \$20 for members, \$25 for guests. Details are at business.sandychamber.com/events.

February 26, 6:30-9 a.m.

Building Owners and Managers Association (BOMA) of Utah Legislative Breakfast. Event is the organization's first legislative breakfast on Capitol Hill with state legislators. BOMA Utah will provide transportation to the Capitol for members and guests. Registration can be completed before Feb. 21 at www.BOMAUtah.org.

February 26, 9-10:30 a.m.

Deciphering the New 503 for Federal Contractors, a training session hosted by the Utah Business Employers Team. Brenda Yamagata, CEO and owner of Yamagata and Associates, will present information about Office of Federal Contract Compliance Programs' (OFCCP) release of a final rule implementing Section 503 of the Rehabilitation Act (nondiscrimination/affirmative action for people with disabilities). Location is Salt Lake Chamber, 175 E. University Blvd. (400 S.), Salt Lake City. Free. Details are available by calling (801) 887-9392.

Feb. 26, 11:30 a.m.-1:30 p.m.

Meet the Money People, presented by the Utah Small Business Development Center. Designed to introduce finance options for starting or growing a business. Location is Salt Lake Community College's Miller Campus, 9690 S. 300 W., Miller Corporate Partnership Center Building, Room 333, Sandy. Free. Details are at <http://www.meetthemoney-people.com>.

February 26, 3-5 p.m.

"Beyond The Borders: Considering International Trade," presented by the Salt Lake Chamber. Speakers include David G. Fiscus, director of the U.S. & Foreign Commercial Service Utah Export Assistance Center; Elizabeth Goryunova, interim president and chief executive officer of World Trade Center Utah; Gurkan Suzer, commercial attache for the Office of the Consule General of the Republic of Turkey; and Melinda Workman, economic development specialist for the Small Business Administration. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake

City. Cost is \$10. Registration and details are available at slchamber.com.

Feb. 27, 10 a.m.-4 p.m.

ARIN on the Road, an American Registry for Internet Numbers (ARIN) networking and education event focused on Internet policy and network operations. Agenda includes sessions on ARIN services, the status of IPv6 adoption, current ARIN policy developments, and ARIN technical services. Location is Sheraton Salt Lake City Hotel, 150 W. 500 S., Salt Lake City. Free, but pre-registration is required. Registration can be completed at <http://www.cvent.com/events/arin-on-the-road-salt-lake-city/event-summary-c2398bc86ae946b1b3c004c6b-21f5e0d.aspx>.

Feb. 28, 7:30-8:30 a.m.

Eggs 'n Issues Breakfast, presented by the Murray Chamber of Commerce. Speaker to be announced. Location is Mimi's Café, 5223 S. State St., Murray. Free unless ordering off the menu. Chamber membership not required. Details are available at murraychamber.org or by calling (801) 263-2632.

February 28, 8 a.m.-noon

"Tax Implications: LLC & S-Corporations," a workshop presented by the Salt Lake Small Business Development Center. Designed to help business owners understand and comply with federal and state statutes' reporting requirements. Location is Salt Lake Community College's Miller Campus, 9690 S. 300 W., Miller Corporate Partnership Center Building, Room 333, Sandy. Free. Details are at <http://www.mbrcsllc.com/slsbdc>.

Feb. 28, 11 a.m.-9 p.m.

The Utah Latin Expo, sponsored by the Latin American Chamber of Commerce. Activities include an Hispanic Economic Summit Luncheon, 11:00 a.m.-1 p.m.; a Safety & Excellence Awards Gala, 7-9 p.m.; and business workshops, 9 a.m.-6 p.m. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Free. Details are at www.utahlatinexpo.com.

February 28, noon-4 p.m.

"Meet the GCs," an event providing face-to-face networking and sub and supplier development. Will feature demos and presentations about key software. Location is Real Club Room, Rio Tinto Stadium, Sandy. Details are available at (801) 891-5898 or mike@maprutah.

March 4, 7-8:15 a.m.

Utah Technology Council (UTC) Breakfast with Legislative Leadership, featuring House Speaker Becky Lockhart and Senate President Wayne Niederhauser. Location is Salt Lake City Center Marriott, 220 S. State St., Salt Lake City. Cost is \$35 for UTC members, \$65 for nonmembers. Details are available at utahtech.org or (801) 568-3500.

March 5-7

Bonding Education Program (BEP) Workshop, designed for small-business subcontractors who want to work in the construction transportation sector. Event will include information about what it takes to become bond eligible. BEP is executed by the U.S. Department of Transportation. Event co-sponsors include the Utah Department of Transportation, Utah Transit Authority, Salt Lake City Department of Airports, Procurement Technical Assistance Center, and the Surety and Fidelity Association of America. Free. Registration is required. Details are available by contacting Joseph Serna at (303) 800-3733 or Joseph@Dawa-Enterprises.com.

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

Fourth annual China Business Update, presented by Utah Valley University. Speaker Manuel C. Menendez III will discuss China's current business situations and the implications for Utah. Event also will feature information about business opportunities, practices and investment opportunities in China. Location is Zions Bank Founders Room, 19th floor, 1 S. Main St., Salt Lake City. Cost is \$30. Details and registration are available at <http://www.uvu.edu/businesswithchina/>.

March 6-8

Hearth, Patio & Barbecue Expo, owned and managed by the Hearth, Patio & Barbecue Association. Show will feature more than 350 manufacturers and suppliers, new product pavilions, a celebrity cook-off competition, and product demonstrations. Location is the Salt Palace Convention Center. Details are at www.hpbexpo.com. Open to trade representatives only.

March 6-7

Intermountain Sustainability Summit 2014. Features keynote speaker Interior Secretary Sally Jewell and five workshops. Location is Weber State University. Details are at <http://intermountainsustainability-summit.com>.

March 7, 8 a.m.-3 p.m.

Women in International Business Conference. Women business owners and entrepreneurs, resource providers and students are invited. Conference will feature education, networking, celebrating women's success in international business and first-ever Women in International Business Awards. Location is Salt Lake Chamber, 175 E. University Blvd. (400 S.), Salt Lake City. Cost is \$20. Details are at slchamber.com.

Mar. 12-13, 8:30 a.m.-4:30 p.m.

"Complying with U.S. Export Controls," presented by the U.S. Bureau of Industry and Security (BIS) and cosponsored by the Utah District Export Council. Program will cover information that exporters need to know to comply with U.S. export control requirements on commercial goods. Location is Radisson Hotel, 215 W. South Temple, Salt Lake City. Cost is \$375. Online registration via credit card is available at <http://www.acteva.com/booking.cfm?bevid=237119>. Details and pay-by-check registration are available by contacting David Fiscus at David.Fiscus@trade.gov. Details are available by contacting the BIS Western Regional Office at (949) 660-0144.

March 13

ACG Utah Intermountain Growth Conference and ACG Capital Connection. Event will feature industry experts and other tools to help people find the tools they need to make sourcing deals happen. New this year will be a "Deal Link" in which private equity groups and intermediaries active in the Intermountain region can schedule meetings in private executive suites for 30 minute blocks to discuss deals. Lunch keynote speaker Mark King, CEO of TaylorMade-Adidas Golf, will discuss "Market Conditions Don't Determine Growth. ... You Do." Location is Grand America Hotel, 555 S. Main St., Salt Lake City. More information and registration are available at www.acg.org/utah.

March 14, 8:30 a.m.-noon

Foreign Exchange Seminar, presented by World Trade Center Utah and U.S. Bank. Will include an overview of the FX marketplace, introduce the FX product set and offer examples of how corporations use those products. Location is World Trade Center Utah, 60 E. South Temple, third floor, Salt Lake City. Free. RSVPs are requested by March 7 and can be completed at agiama@wtcut.com.

Opinion

Ted Cruz may have good ideas, but is he looking out for himself?

Freshman Sen. Ted Cruz says many things that need to be said and says them well.

Moreover, some of these things are what many, if not most, Americans believe wholeheartedly. Yet we need to remember that the same was true of another freshman senator, just a relatively few years ago, who parlayed his ability to say things that resonated with the voters into two terms in the White House. Who would disagree that if you want your doctor, you should be able to keep your doctor? Who would disagree with the idea of a more transparent administration in Washington, or a president of the United States being a uniter instead of a divider?

There are many things like this that freshman Sen. Barack Obama said that the overwhelming majority of Americans — whether liberal or conservative — would agree with. The only problem is that what he has actually done as president has repeatedly turned out to be the direct opposite of what he said as a candidate.

Cruz has not yet reached the point where he can make policy, rather than just make political trouble. But there are already



THOMAS SOWELL

disquieting signs that he is looking out for Ted Cruz — even if that sets back the causes he claims to be serving.

Those causes are not being served when Cruz undermines the election chances of the only political party that has any chance of undoing the disasters that Barack Obama has already inflicted on the nation — and forestalling new disasters that are visible on the horizon.

ObamaCare is not just an issue about money or even an issue about something as important as medical care. ObamaCare represents a quantum leap in the power of the federal government over the private lives of individual Americans.

Chief Justice Roberts' decision declaring ObamaCare constitutional essentially repeals the 10th Amendment to the Constitution, which declares that powers not given to the federal government belong to the states "or to the people."

That central support of personal freedom has now been removed. The rest of the structure may not last very long, now that the Obama administration is busy quietly dismantling other bulwarks against the unbridled power of the government in general, and the unbridled power of the presidency in particular.

The Federal Communications

Commission, for example, is already floating the idea of placing observers in newspaper editorial offices to "study" how decisions are made there. Nothing in the Constitution grants the FCC this dangerous power, nor is there any legislation authorizing any such activity.

But what the federal government can do is not dependent on what the Constitution authorizes it to do or what Congressional legislation gives them the power to do.

The basic, brutal reality is that the federal government can do whatever it wants to do, if nobody stops them. The Supreme Court's ObamaCare decision shows that we cannot depend on them to protect our freedom. Nor will Congress, as long as the Democrats control the Senate.

The most charitable interpretation of Cruz and his supporters is that they are willing to see the Republican Party weakened in the short run, in hopes that they will be able to take it over in the long run, and set it on a different path as a more purified conservative party.

Like many political ideas, this one is not new. It represents a political strategy that was tried long ago — and failed long ago.

In the German elections of 1932, the Nazi party received 37 percent of the vote. They became part of a democratically elected coalition government, in which Hitler became chancellor. Only step by step did the Nazis dismantle democratic freedoms and turn the country into a complete dictatorship.

The political majority could have united to stop Hitler from becoming a dictator. But they did not unite. They fought each other over their differences. Some figured that they would take over after the Nazis were discredited and defeated.

Many who plotted this clever strategy died in Nazi concentration camps. Unfortunately, so did millions of others.

What such clever strategies overlook is that there can be a point of no return. We may be close to that point of no return, not only with ObamaCare, but also with the larger erosion of personal freedom, of which ObamaCare is just the most visible part.

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

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Use 'VOTA'; It's a simple formula for better presentations - and life

There's an adage: "Life is like a book. Everyday has a new page with adventures to tell, things to learn and tales to remember." If the analogy holds true, and I think it does, then we can apply some of the same lessons from writing a book to living life.

A little over 10 years ago I published my first book, *Missed Fortune*. As a financial strategist for about 30 years at the time, I knew the book's content forward and backward. But as a first-time author, some days felt like it was one step forward, two steps back as I made my way through the manuscript. Gratefully the book went on to become a top-seller, leading to opportunities to write even more books. And there's a formula I've since learned that has helped me — it can help other authors, presenters, and, really, all of us in any aspect of our lives.

It comes from my good friend, strategic coach Dan Sullivan, and it's as powerful as it is simple: "VOTA." I've used VOTA to map out the books that followed, along with countless nationwide seminars, radio programs, video presentations and more.

By now you're probably thinking, "OK, OK, Doug, what is VOTA?" Ready? It stands for Vision, Obstacles, Transformation and Action. And how do you use it? You look at your audience, get an understanding of who they are and what they need, and you apply the VOTA formula.

Let's start with understanding the audience. To illustrate, I'll use the example of one of my books, *Last Chance Millionaire*, that provides financial planning strategies for a specific audience, baby boomers.

As I prepared to write that book, I spent time researching the financial and lifestyle trends of this big group of Americans born between 1945 and 1964. Knowing more about what makes them tick and what challenges and opportunities they face enabled me to speak directly to their experience and circumstances.

Once you have a handle on your audience, you begin by giving them a vision. Again using this example of *Last Chance Millionaire*, I illustrated the darkness of the night if boomers kept doing what they were doing, versus the brightness of their future if they were to change their approach financially, physically, spiritually, emotionally and intellectually. Your audience must see a clear vision of the difference they'll experience if they follow the strategies, knowledge or approach you're sharing with them.

Next, you must identify the obstacles for your audience. Point out the road blocks, the hindrances and the barriers that may stand in the way of achieving that vision of a brighter future you just showed them. In the case of the baby boomers, I wrote about the common obstacles for their generation, from the less-than-optimal retirement planning vehicles most of them were invested in like 401(k)s and IRAs, to lackluster equity management to the impact of rising taxes and inflation on their nest eggs.

Once you identify the obstacles, then you show your audience how they can overcome them. You give them a roadmap to bypass the barriers and get on their way to that brighter future. The more specific and proven your strategies for eliminating the hindrances, the better.

Then, you paint a really good picture of the transformation your audience will experience as they follow your approach. This is

a critical step because transformation is what people value more than anything — a transcendence to a better way of living. Despite what Madison Avenue's advertisers try to sell us, people really don't care about commodities or even unique products or exceptional service. We all like a unique experience, and even more than that, we yearn for a meaningful transformation. When your audience can visualize the change they'll undergo and the brighter future they'll have, they will recognize what it is you can do for them. You will have produced something called a value creation monopoly — that's the best kind of monopoly, where they can

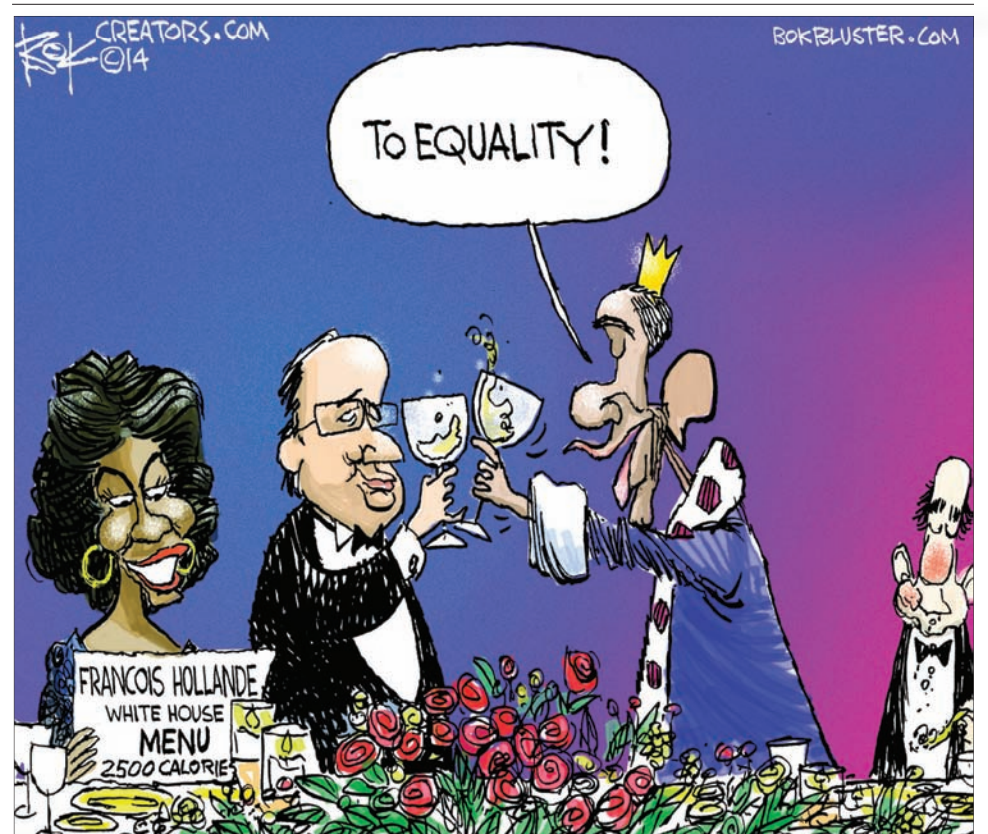
only get that transformation from you, and not from anybody else.

Finally, you give them the specific action steps they need to make the vision come to pass, to overcome the obstacles and to experience the total transformation. But you've got to do more than present those steps. You must help them commit to following the course of action. Whether that's by establishing an ongoing relationship with them or creating an accountability system, help them follow through to truly arrive at that bright future.

see ANDREW next page



DOUG ANDREW



Opinion

Is catering to the Tea Party the cause of all the gridlock in Washington?

I have sometimes been described as a centrist. And I freely admit to believing that neither side of the political spectrum has a monopoly on wisdom or virtue. But sometime sreality points firmly in one direction. Watching the machinations in Washington over the last two weeks, it is now impossible to talk about how both political parties are to blame for the country's gridlock.



FAREED ZAKARIA

Consider what just happened on immigration, an issue ripe for resolution. A majority of Americans support granting citizenship to illegal immigrants meeting certain qualifications — by 81 percent in the most recent CNN poll — as well as enhanced border controls. The leadership of the Republican Party in both houses of Congress talked about a comprehensive reform package that would create a lengthy waiting time for citizenship — 13 years — and couple this with tougher enforcement. Most Democrats were willing to accept this compromise.

But it became clear to the Republican leadership that even this would be unacceptable for many Tea Party Republicans. So on Jan. 30, party leaders circulated a new proposal that took away any prospect of a special path to citizenship for illegal immigrants, no matter how long they waited. Instead, these people would merely be given legal documents allowing them to work and pay taxes. This was a huge concession to Tea Party activists and seemed unlikely to go anywhere. Democrats had been firmly against the concept of permanent second-class status for illegal immigrants. A majority of the public opposes it as well.

But within a few days, Pres. Obama took the opportunity of an interview with CNN's Jake Tapper to say he was "encouraged" by the proposal. "I genuinely believe that Speaker Boehner and a number of House Republicans, folks like Paul Ryan, really do want to get a serious immigration reform bill done," he explained. "I'm not

going to pre-judge what gets to my desk," he added, to make clear he was not ruling out the proposal.

Every Democrat I spoke with hated the idea, for moral and political reasons. Most were surprised by Obama's concession. So what happened? A few days later, John Boehner stood in front of the media and explained that even his new plan was a nonstarter and immigration reform was dead.

His explanation was that no one trusted Obama to enforce the laws. But in fact, the Obama administration has enforced immigration laws ferociously. It deported more than 400,000 people in 2012, *two and a half times* the number in 2002. In 2002, for every two people removed from the country, 13 became legal residents. In 2012, for every two removed, just five became residents. For these reasons, as well as the recession, the number of illegal immigrants has not increased in several years. (On the more general point, Dan Amira of *New York Magazine* has compiled data that shows that Barack Obama has issued fewer executive orders than any president in 100 years.)

It's possible that the latest debt ceiling circus will change things. Yet, Harvard University's Theda Skocpol points out in an essay in the journal *Democracy* that commentators have been proclaiming the decline of the Tea Party for several years now. Still, it continues to exert a powerful influence on the Republican Party. It has two things going for it — immense grass-roots energy and the breakdown of authority within Congress in general and the Republican Party in particular.

Skocpol writes that in the hundreds of interviews she conducted when writing a book on the Tea Party (with Vanessa Williamson), she found that "fiscal conservatism is often said to be the top grass-roots Tea Party priority, but Williamson and I did not find this to be true. Crackdowns on immigrants, fierce opposition to Democrats, and cuts in spending

for the young were the overriding priorities we heard from volunteer tea partiers, who are often, themselves, collecting costly Social Security, Medicare, and veterans benefits to which they feel fully entitled as Americans who have 'paid their dues' in lifetimes of hard work."

This suggests a bleak future for getting anything done in Washington. Immigration was sup-

posed to be ripe for common-sense reform. The public is for a compromise solution, policy wonks have proposed ways to make it work, the U.S. Chamber of Commerce supports it, the country's leading technology firms have been clamoring for one, senior Democrats and Republicans are in favor. And yet it couldn't get past the central problem in Washington today -- the extreme and obstructionist fac-

tion within the Republican Party.

The next time someone blames "both sides" for Washington's paralysis or issues a bland call for "leadership" to get us out of it, remember the case of immigration.

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

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ANDREW

from previous page

So that is what's called the VOTA formula. As you look ahead to any presentations or programs you may need to develop in the future, apply VOTA and see what a difference it can make not only in the preparation, but in the impact of your ideas. You will hit it out of the ball park, I assure you.

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

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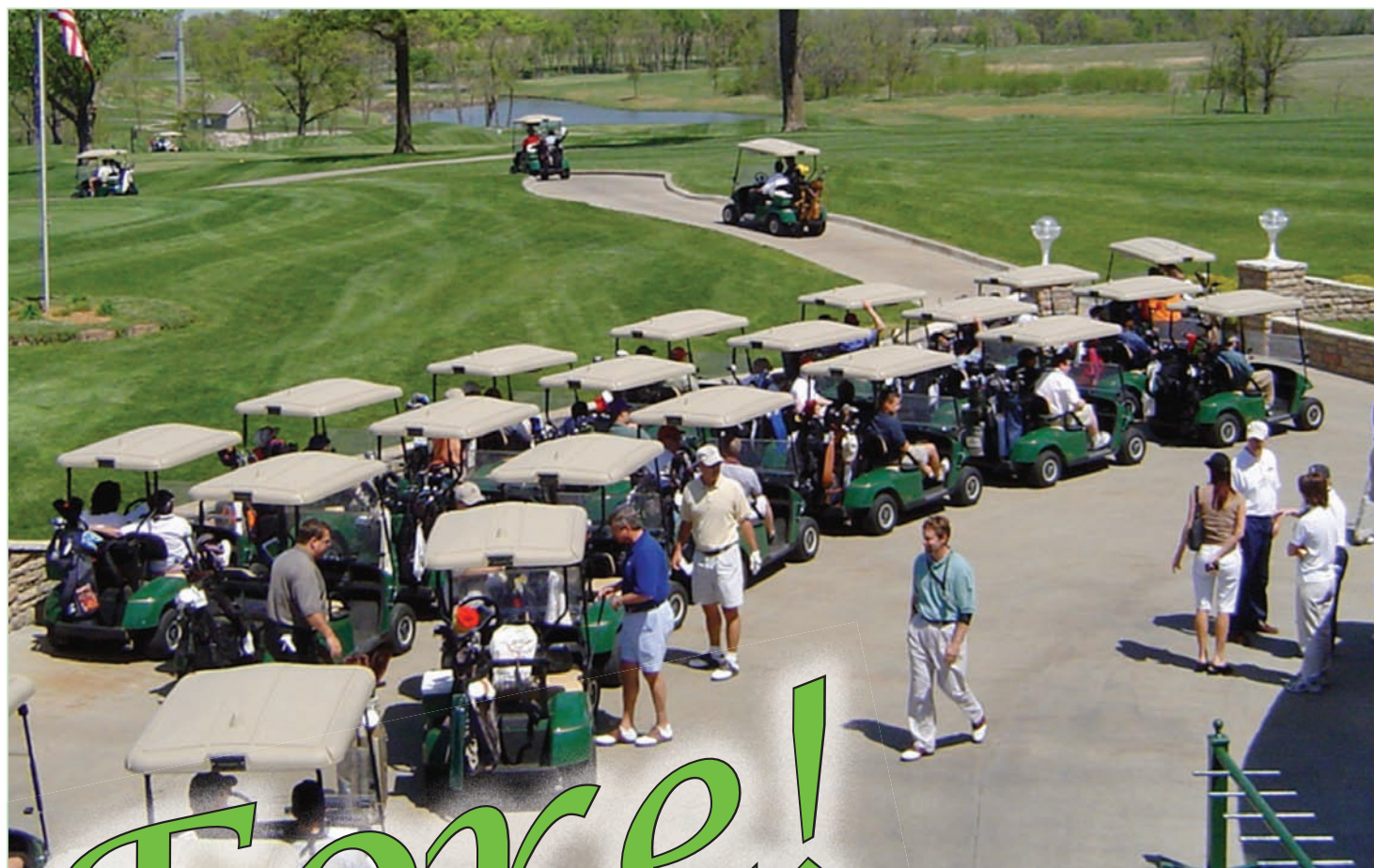
Taking a client golfing?

Matt Kammeyer gives you a list of dos and don'ts in order to have a successful outing. **page 16**

Golf Course Lists:

Northern Utah Courses **page 13**

Southern Utah Courses **page 14**



Fore!

The company golf tourney can be a smash hit - if you do it right

So you've been put in charge of planning the golf tournament this year? Don't worry. What might seem to be daunting — bringing a large group of people together for golf, a catered lunch, prizes and contests — need not be a difficult task. All you need to do is a little advanced planning and follow some sound advice to pull off a great outing.

Almost all golf tournaments can be pulled off by a small group of individuals and the help of the golf course staff where you host the outing. A typical golf tournament starts at 8 in the morning with a shotgun start. A shotgun start means that all golfers begin play at the same time on different holes. A continental breakfast often precedes golf from 7 a.m. to 8 a.m. with lunch and prizes immediately following golf. As a rule, it normally takes approximately five hours for golfers to play 18 holes in a tournament.

The first step in putting on a golf tournament is choosing a date. This should be done a minimum of six months in advance and up to a year if the golf course will allow it. Getting on the calendar early has many advantages, including getting the date you want and allowing more time to plan and prepare. It also gives your participants plenty of time to save the date and

arrange time off to play.

I have coordinated big golf tournaments every day of the week so don't buy into the notion that you "have" to play on a certain day of the week (example: Friday) to be successful. If your outing is day-of-the-week specific, this may limit your options as to where you host your golf tournament. Keep in mind some golf courses do not schedule golf tournaments on the weekend and others may require a player count of 120 golfers or more to reserve a weekend morning.



When choosing a date, be careful about booking in the early spring or fall. Most golf courses in Utah aerate the putting greens in April, May or September, which will make for bumpy putting. Be sure to ask the golf course before you agree to a date if there is any maintenance planned.

The task of choosing which golf course to host your outing is an obvious step but there are some important considerations to keep in mind as this is arguably the most important decision you will make. One mistake I see made often is choosing a venue based on the feedback "it's my favorite course to play." On the surface, that would seem like a great reason to host your outing there but there is a big differ-

ence between having your golf tournament at a great golf course or at a great golf course for hosting outings. There are a lot of courses along the Wasatch Front that are excellent for golfing but do not have enough space in the clubhouse for catering big events. When it comes to putting on a successful corporate or charity golf tournament it's essential that you choose a golf course with an excellent banquet facility (unless you want to rent tables and take your chances outside with wind, rain and bugs).

Another important factor to consider when choosing a golf course is location. Choosing a golf course that is centrally located will make it easy for your golfers to arrive no matter which direction they are coming from. If you have participants coming from out of town, you may want to find a golf course with close proximity to the airport or downtown.

It is important that you take the time to do a site visit and check things out firsthand before making your final decision. This gives you the chance to meet the staff, look at the clubhouse and tour the golf course. Seek answers to these questions when you conduct your tour:

1. Does the clubhouse make a good first impression?

SLC's discount golf program cited by national magazine

The Salt Lake City Golf program has been honored by *Golf Inc. Magazine* for the 2013 marketing and branding efforts for its LoyalTee Discount Card program. The golf business magazine judged more than 120 entries and issued awards in eight different categories and reported their Best of Marketing 2013 Awards in its winter 2014 issue.

"Yes, it's common knowledge the world of golf is changing," *Golf Inc.* editor Mike Stetz stated in the article. "The game is struggling to attract new players, and many courses are hurting financially. People are stressed for time and money. However, some clubs and courses are battling back by instituting bold and creative marketing and advertising campaigns that

show they are evolving and remain inviting. *Golf Inc.* recognized this trend and wanted to honor the best work being done."

The LoyalTee Discount Card was introduced to the Salt Lake City golf market in February of 2012. At a cost of \$45, the card provides members with a 20 percent discount on green fees at the nine golf courses owned and operated by Salt Lake City. The card also provides discounts on range balls and allows members to accrue loyalty points that can be redeemed for free golf cart rental, free range balls and discounts on pro shop merchandise.

The 2013 marketing campaign for the program utilized multiple media chan-

nels to get the word out to Utah golfers, including print, radio, display signage, point of sale promotions, Internet, social media and email marketing. Salt Lake City Golf's marketing award from the magazine focused on the radio portion of the overall campaign. Along with sharing honors with golf facilities throughout the country that enjoy national name recognition, Salt Lake City Golf was one of the few recipients that produced the winning marketing campaign internally.

Concerning this award, David Terry, Salt Lake City Golf program director, said, "We are honored to receive this recognition from *Golf Inc. Magazine* for the effort put into marketing and promoting Salt Lake City's diverse portfolio of public golf courses. Our golf marketing and

business manager, Matt Kammeyer, does an incredible job effectively communicating the multitude of programs and events offered at our facilities with a limited budget. One of our shining success stories has been the public's reception to the LoyalTee Discount Card, and the ongoing positive impact this customer loyalty program has on rounds and revenue."

2013 sales of the LoyalTee Discount Card increased by 87 percent over 2012 card sales. By the end of 2013, the city's golf courses had sold 3,402 cards. Salt Lake City Golf operates Bonneville, Forest Dale, Glendale, Jordan River Par-3, Mountain Dell Canyon, Mountain Dell Lake, Nibley Park, Rose Park and Wingpointe golf courses.



\$45 Adult & Senior, \$30 Junior

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Enjoy these great program benefits:

- **20% green fee discount** at all Salt Lake City courses. *Valid all day Mon.-Fri. and after 12:00 p.m. weekends & holidays*
- **10% green fee discount on weekend mornings.** *Valid weekends & holidays before 12:00 p.m.*
- **30% or more off during select off-peak times**
- **30% discount on range balls.** *Valid anytime*
- **Earn rewards points** *Redeem points for free range balls, free golf cart rentals and pro shop merchandise discounts*
- **Valid for one year from date of purchase**
- *Upon purchase or renewal of LoyalTee Discount Card receive a certificate for either one*
(1) free 9-hole single cart rental or one (1) free large bucket of range balls.

Purchase at any Salt Lake City golf course. Visit slc-golf.com or call 801-485-7730 for more information on the Salt Lake City Golf LoyalTee Discount Card.

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Golf Courses in Northern Utah

Ranked by Slope (Ratio of difficulty)

Course Name Address	Phone Fax Web	Slope	Rating Par	# of Tournaments Hosted in 2013	Greens Fees per 18 Holes	Type of Course	Head Professional
Promontory (The Nicklaus) 8758 N. Promontory Ranch Rd. Park City, UT 84098	435-333-4600 DND promontoryclub.com	152	78.2 72	DND	DND	Private	Tom Rogers
Red Ledges Golf Course 205 N. Red Ledges Blvd. Heber City, UT 84032	435-657-4054 DND redledges.com	147	72.5 72	10	\$75-\$150	Private	Jon Powpore
Thanksgiving Point Golf Course 3300 Clubhouse Dr. Lehi, Ut 84043	801-768-7401 801-768-7410 thanksgivingpoint.org	147	77.6 72	163	\$48-87	Public	Mark Whetzel
Crater Springs 700 N. Homestead Dr. Midway, UT 84049	435-654-1102 435-654-5087 homesteadresort.com	146	73.2 72	150	\$49	Public	Chris Briscoe
Promontory (Pete Dye) 8758 N. Promontory Ranch Rd. Park City, UT 84098	435-333-4600 DND promontoryclub.com	144	76.2 72	DND	DND	Private	Tom Rogers
Soldier Hollow Golf Course (Silver) 1370 W. Soldier Hollow Ln. Midway, UT 84049	435-654-7422 DND soldierhollowgolf.com	142	74.2 72	DND	\$33	Public	Chris Newson
The Country Club 2400 Country Club Dr. Salt Lake City, UT 84109	801-466-8751 DND saltlakecountryclub.com	137	74.5 72	DND	DND	Private	Ron Branca
Glenwild Club & Spa 7600 Glenwild Dr. Park City, UT 84098	435-615-9966 DND glenwild.com	136	74.1 71	DND	\$105	Private	Mary Bayer
Jeremy Ranch Golf & Country Club 8770 N. Jeremy Rd. Park City, UT 84098	435-649-2700 DND thejeremy.com	136	73.7 72	DND	\$78-\$150	Private	Jake Hanley
Soldier Hollow Golf Course (Gold) 1370 W. Soldier Hollow Ln. Midway, UT 84049	435-654-7422 DND soldierhollowgolf.com	136	75 72	DND	\$33	Public	Chris Newson
Wolf Creek Golf Resort 3900 N. Wolf Creek Dr. Eden, UT 84310	810-745-3365 DND golfwolfcreek.com	135	72.1 72	DND	\$30	Semi-Private	DND
Spanish Oaks Golf Course 2300 E. Powerhouse Rd. Spanish Fork, UT 84660	801-804-4653 DND golfspanishoaks.com	134	71.5 72	20	\$26	Public	Ryan Rhees
Victory Ranch 7865 N. Victory Ranch Dr. Kamas, UT 84036	435-785-5030 435-785-5031 victoryranchutah.com	133	74.9 72	3	\$100-\$200	Private	Greg Stephens
Hobble Creek 94 Hobble Creek Canyon Rd. Springville, UT 84663	801-489-6297 DND springville.org/golf	131	70.0 71	2	\$44-\$46	Public	Sonny Braun
Bountiful Ridge Golf Course 2430 S. Bountiful Blvd. Bountiful, UT 84010	801-298-6040 801-298-6042 bountifulutah.gov	130	70.4 71	46	\$28	Public	Kent McComb
Stonebridge Golf Club 4415 W. Links Dr. West Valley City, UT 84120	801-957-9000 DND golfstonebridgeutah.com	130	70.9 72	101	\$30-\$44	Public	Clark Garso
Wasatch Mountain (Lake) 975 W. Golf Course Dr. Midway, UT 84049	435-654-0532 DND wasatchgolf.com	130	72 72	DND	\$47-\$49	Public	Chris Stover
Alpine Country Club 5000 W. Alpine Country Club Ln. Highland, UT 84003	801-322-3971 801-756-4608 alpinecountryclub.org	129	72.5 72	20-30	\$70	Private	Kent Easton
Wingpointe 3602 W. 100 N. Salt Lake City, UT 84112	801-575-2345 DND slc-golf.com	129	71.4 72	25	\$33-\$47	Public	Lynn Landgren
Fox Hollow Golf Club 1400 N. 200 E. American Fork, UT 84003	801-756-3594 801-756-8658 foxhollowutah.com	128	73.3 72	40	\$30	Public	Rick Roberts
Bonneville Golf Course 954 S. Connor St. Salt Lake City, UT 84108	801-583-9513 DND slc-golf.com	125	71.7 72	11	\$16-\$35	Public	Steve Elliott

CONTINUED ON NEXT PAGE

Golf Courses in Northern Utah (continued)

Course Name Address	Phone Fax Web	Slope	Rating Par	# of Tournaments Hosted in 2013	Greens Fees per 18 Holes	Type of Course	Head Professional
Eaglewood Golf Course 1110 E. Eaglewood Dr. North Salt Lake, UT 84054	801-299-0088 801-355-3217 eaglewoodgolf.com	125	71.8 71	75	\$26	Public	Brent Moyes
Oakridge Country Club 1492 W. Shepard Ln. Farmington, UT 84025	801-451-2229 801-451-6407 oakridgecc.com	125	71.9 72	10	\$85	Private	Rick Mears
Riverside Country Club 2701 N. University Ave. Provo, UT 84604	801-373-8262 801-374-1359 riversidecountryclub.org	125	72 69.8	30	\$62	Private	Robert L. McArthur
The Ranches Golf Club 4128 E. Clubhouse Ln. Eagle Mountain, UT 84005	801-789-8100 801-789-8101 theranchesgolfclub.com	121	70.6 72	35	\$42-\$45	Public	Tele Wightman
Glendale Golf Course 1630 W. 2100 S. Salt Lake City, UT 84119	801-974-2403 DND slc-golf.com	118	70.9 72	25	\$30	Public	Dave Carter

Golf Courses in Southern Utah Area

Ranked by Slope (Ratio of difficulty)

Course Name Address	Phone Fax Web	Slope	Rating Par	# of Tournaments Hosted in 2013	Greens Fees per 18 Holes	Type of Course	Head Professional
Conestoga Golf Club 1499 Falcon Ridge Pkwy. Mesquite, NV 89027	702-346-4292 702-346-4480 conestogagolf.com	147	74.9 72	110	\$149	Public	Scott Ballif
Coral Canyon Golf Course 1925 N. Canyon Greens Dr. Washington, UT 84780	435-688-1700 435-688-1765 coralcanyonogolf.com	142	73.3 72	DND	\$45-\$115	Public	Ben Hollibaugh
Coyote Springs Golf Club 3100 State Route 168 Coyote Springs, NV 89037	877-742-8455 702-422-1419 coyotesprings.com	141	75.8 72	15+	\$60-\$159	Public	Karl Larcom
Falcon Ridge Golf Course 1024 Normandy Ln. Mesquite, NV 89027	877-270-4653 702-345-2465 golfalcon.com	138	71.6 71	105	\$69-\$115	Public	Brian Wursten
Green Springs Golf Course 588 N. Green Spring Dr. Washington City, UT 84780	435-673-7888 DND greenspringgolfcourse.com	138	73.5 72	4	\$39-\$59	Public	Nick Neeley
The Ledges Golf Course 1585 W. Ledges Pkwy. St. George, UT 84770	435-634-4640 DND ledges.com	134	72.1 72	DND	\$60-\$75	Public	Adam Jasperson
Palmer Course 100 Palmer Ln. Mesquite, NV 89027	702-346-7820 702-345-0137 theoasisgolfclub.com	134	71.3 71	100	\$50-\$145	Semi-Private	Adam Schwartz
Sky Mountain Golf Course 1030 N. 2600 W. Hurricane, UT 84737	435-635-7888 DND skymountaingolf.com	131	70.9 72	DND	\$39-\$65	Public	Kent Abegglen
Moab Golf Course 2705 S. East Benan Rd. Moab, UT 84532	435-259-6488 DND moabgolfcourse.com	130	72.8 72	DND	\$35-\$47	Public	Rob Jones
Sunbrook Golf Course 2366 Sunbrook Dr. St. George, UT 84770	435-634-5866 DND sgcity.org	129	71.4 72	5	\$43-\$70	Public	Reed McArthur
Entrada at Snow Canyon CC 2537 W. Entrada Trail St. George, UT 84770	435-986-2200 435-674-7485 golfentrada.com	128	73.2 71	8	\$120	Private	Andrew Hopkins- Payne
Sand Hollow Golf Course 5625 W. 3600 S. Hurricane, UT 84737	435-656-4653 DND sandhollowresort.com	126	71.8 72	DND	\$40-\$125	Public	Adam Jasperson
St. George Golf Club 2190 S. 1400 E. St. George, UT 84790	435-627-4404 DND sgcity.org	123	71.7 73	DND	\$19-\$33	Public	James Hood
Southgate 1975 S. Tonaquint Dr. St. George, UT 84770	435-628-0000 DND sgcity.org	118	69.1 71	DND	\$33-\$47	Public	Scott Draper



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Avoiding penalty strokes:

Tips for being an effective business golf outing host

It's been said that the game of golf doesn't necessarily build one's character but is rather an excellent revealer of one's character. How you conduct yourself on the golf course can open a critical window to your inner self either for good or ill.

Aside from the traditional business lunch, golf has become one of the most effective activities outside of the office for developing business relationships and creating network opportunities. Handled correctly, a golf outing can build trust and positive rapport between potential business partners. Handled incorrectly, a golf outing can be disastrous.

Here are some guidelines that can help make the most of your next business golf outing:

PREPARATION

Pick the right course. When deciding where to host your round, consider how many people you'll be playing with, their skill level as well as your own personal playing preferences. You may want to stick to a course you're comfortable playing and are familiar with. Determine your guests' time constraints. Course proximity may be more important to your guests than name recognition, so plan accordingly. Provide for additional time with your guests before and after the round.

Communicate the details. After you have scheduled your teetime, request that your guests arrive at least 20 minutes early so as to allow for a possible delayed arrival, adequate warm-up time and an opportunity for you to purchase refreshments. Be sure to send your guests a tee-time reminder with directions to the course and any other special instructions.

Arrive early. Arrive at least 10-15 minutes before your guests. Checkin with the pro shop and pay for your group. Secure your golf carts and complete your warm-up routine before your guests arrive so you can be free to focus on getting your group ready to tee-off on time.

DURING YOUR ROUND

Remove distractions. Turn your cell phone/mobile device off before your round. Aside from being a distraction to the group, it's important for you to show your guests that the time you're spending with them is important to you.

Offer to drive the golf cart. This isn't the time to show off your rally race skills. Avoid sharp turns, sudden stops and bumpy terrain.

Remember, you are the host here. Focus on your guests' needs and not on improving your game. This is where choosing a course that you're familiar with and comfortable playing is important. If you

happen to select a course that you're not familiar with, make sure you play it a time or two before your outing. Offer any course-specific playing tips you may have well in advance of your guest's next shot. But don't offer tips on improving their swing unless you're specifically asked to do so.

Be positive. Be positive about your guest's play and your own play. If your guest is having a bad round, look for opportunities to offer positive encouragement — but don't overdo it. A bad shot is a bad shot and no amount of flattery can change it. Conversely, if you're struggling with your game, refrain from cursing, throwing clubs, sulking or giving yourself extra mulligans.

Pace of play. Keep your group's play moving at a good pace. Be ready to hit your shot when it's your turn and don't spend more than five minutes looking for a lost ball. Have an extra ball in your pocket to offer your guest to replace a lost ball. Don't linger on the green after your group is finished putting.

Protect the course. Replace divots, repair ball marks on the green and rake the sand in the bunkers after each shot.

Be on your best behavior. Friendly joking and camaraderie are part of golf. But your jokes should be enjoyed by everyone and not be offensive to anyone in your group. Use your best judgment.

Go light on the business talk. Your objective while playing should be to build a level of comfort with your guests, not to sign a deal on the tee box of the 14th hole. You want to build a good rapport in this relaxed setting. Use your listening skills. Save the work details and business proposals for after your round.

AFTER YOUR ROUND

The 19th hole. This is the time to discuss business and make your case for your product or service. This is also a good time to solidify any personal connections you may have made while on the course. Focus on the positives from the round and communicate that you've had a good time.

Follow up. Within a few days of your round, send a note to each of your guests thanking them for their time and remind them of how much you enjoyed playing with them.

There's no better place to mix business with pleasure than a golf course. As with any sales presentation, your delivery is critical. Continually evaluate your approach and take time to invest in your game.

Matt Kammeyer is the Golf Division business manager for Salt Lake City Corp.



MATT KAMMEYER



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TOURNEY

from page 10

2. Is there ample parking?
3. How is the selection of merchandise in the golf shop?
4. Will the banquet facility accommodate the size of my group?
5. Where will I do registration?
6. Where will I hand out prizes?
7. Is there a sound system and microphone available?
8. Will the golf course provide scoreboard and scoring services?

I can't overstate how important catering is to a successful golf tournament. At the end of the day there are two things that will separate your golf tournament from just another round of golf. The first is prizes and the second is food. The awards luncheon is what makes your day a tournament. It's the only time everyone will be gathered and seated in the same place. It's also the last thing they will remember as they walk to their car to leave after the tournament. You will want to discuss catering with the tournament director and the following questions will ensure good catering:

1. What experience does the catering staff have with group events?
2. How do they plan/prepare so there is enough food for everyone?
3. Will the lunch be ready on time when the golfers finish?
4. What kind of silverware and china is used?
5. Can it be arranged to sample the food?

After you have met with the staff, toured the clubhouse and discussed catering, you will want to see the golf course itself. While it is hard to make a wrong decision when it comes to the golf course, there are a few things you will want to look for and consider to ensure it is best suited for tournament play. The first is with respect to its challenge. Is the golf course too difficult or too easy? If the golf course is too difficult it will take much longer for the golfers to finish than normal. If the golf course is too easy, the round will not be stimulating enough or memorable.

Pay close attention to the maintenance of the golf course. Putting greens are meant to be green. If they are not smooth and green, run to the next course on your list. Sand traps should be filled with sand. Watch for weeds, rocks, standing water or bare ground and avoid courses with these conditions. Is the golf course well marked for directions? It's inevitable some of your participants will be unfamiliar with the golf course and will get lost unless it is well marked.

Depending on your player count, you will want to check and be sure the golf course has at least one golf cart for every two golfers. This is an easy consideration to overlook and a disaster if it happens. You will probably need a few extra carts for a photographer, volunteer or sponsor so be sure to ask if this will be an issue.

One of the great things about Utah is how many golf courses are public and owned by the city they reside in. The result is pricing that is fairly consistent no matter which course you call. Expect tournament rates to range from a low of \$40 to a high of \$54 per player. Armed with this knowledge, your next goal as a planner is to establish a budget for your outing. Keep in mind that nearly all golf courses will charge a per player rate. The following checklist will help you plan:

1. Green fees and cart fees

2. Food and beverage (pre-event)
3. Food and beverage (post-event)
4. Drink tickets for beverage cart
5. Gift bags/tee prizes
5. Prizes (trophies, gift certificates, etc.)

Other optional items you may wish to budget for include insurance for hole-in-one contests, photography and signs and banners to recognize sponsors.

When it comes to the golf competition, you will want to group your participants into teams of four. Normally, golfers will register for your outing and sign up with their favorite group. There are a number of formats to choose for your competition, but the most popular by far is a scramble. In a scramble format, each player tees off on every hole. The group chooses the best shot of the four and from that spot they all hit their second shots. This process is repeated until the ball is holed. Often in corporate or charity golf tournaments, you will have people sign up that play infrequently or perhaps never have. The scramble format allows this golfer to play off the best shot of the group each time thereby keeping them from holding up play.

Mulligans and licorice ropes are a great

way to raise extra money for your cause. A mulligan is a second chance hit and is normally sold for \$5 each with a maximum of 4 mulligans per player (depending on your group, you can sell mulligans for less or more). Licorice ropes are fun and lower scores in a hurry. If a team misses a putt by 6 inches, the team can cut 6 inches off their licorice rope and now the putt is holed. Be careful when selling mulligans and licorice ropes. You don't want your tournament to be about which team spent the most money to win. I recommend selling one strand of licorice to each team for \$20.

You will want to offer some contests on the golf course to spice things up. Popular contests include the longest drive and closest to hole. The golf course staff will provide the signage and markers for these contests and oversee getting them set up and picked up after golf. Other fun contests to consider include the straightest drive, the longest putt made or closest second shot on a reachable par five.

Prizes are a key component to a successful tournament. Normally a portion of the tournament fee charged by the course will include a gift certificate rebate in the golf

shop. This money is best spent rewarding the first three places and the contest hole winners. If you can get prizes donated by participants or sponsors or through solicitation through your committee, this will go a long way towards making your outing memorable.

Prizes can be handed out via drawing. If your outing is fortunate enough to have a lot of prizes, consider a pre-drawing during the tournament to speed up the awards luncheon.

If you follow these steps I am confident your next golf outing is on the road to success. Remember at the end of the day it's golf and it should be fun. There is always trial and error in how things are done and that's what next year is for. Don't beat yourself up over details. Don't sweat the small stuff. No matter what mistakes are made, if the golf course is in great shape and the food is delicious, you will come out smelling like a rose.

Paul Phillips is the tournament director for Stonebridge Golf Club and The Ridge Golf Club in Salt Lake County.

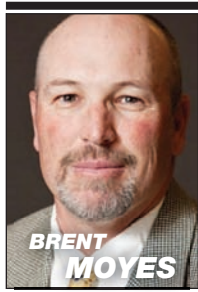


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11	12 Men's League Every Thursday starting May- August Ladies League Every Wednesday May-August	13 Men's Basin AM May 3rd and 4th with added money. Ladies Pin Seeker June 28th and 29th with added money.
19	20 *Check with golf shop or golfrooseveltcity.com for a full schedule of events	21 Pro Shop: 435.722.9644 Cafe: 435.722.1901 golfrooseveltcity.com

A successful charity tournament can be profitable, too

After almost 20 years in the golf business and especially over the last 11 at Eaglewood Golf Course, I've learned a few things about the administration of corporate/charitable golf tournaments. I applaud all who volunteer to participate in the process of organizing such events. Hopefully what I can share with you here, based on my observation of hundreds of events, can help you create a successful, profitable and memorable golf outing.



BRENT MOYES

I've narrowed my observation to three main objectives that affect the efficiency, and ultimately participation in, your golf events: time, fun and fair competition, and raising money. First of all, nobody wants to spend the entire day at the golf course, especially if they are waiting on every shot. So here are some suggestions for speeding up the pace of play.

Since 99 percent of all charitable golf tournaments begin with a shotgun start, work with the golf course staff to determine starting hole assignments. When playing a scramble, limit the number of putts to two and a maximum score of bogey on all holes. I know of many golf courses where this rule is mandatory, and in fact we are considering it, too. Sponsors and vendors are essential to your event and help raise a significant amount of money; however, they need not detain golfers any longer than necessary. Lunch after the round need not take too much time either. Make one hour your goal.

After 4 1/2 to five hours in the heat or perhaps rain, most players are eager to get back to work. If you are doing a raffle, sell raffle tickets before the round and do a silent raffle while your guests are on the golf course. You may want to save just the grand prize to draw for during lunch. Bottom line is that people will stay interested and want to participate in your tournament again if they know it's not going to be an all-day event.

Make your format of play simple. Posting scores is much easier and faster, too. Have all teams play from the same tees. I'm not a big fan of moving back or forward a tee box after making birdie or bogey on the previous hole. This gets confusing and increases the opportunity to cheat. (Sorry, nobody cheats at golf.) Also, tee sponsors and vendors can remain in one place. Although selling mulligans and licorice rope are money makers, most participants I have talked to, in spite of their generosity, don't want to be hit up for more money after they have already paid hundreds of dollars for their team entry. Plus it leaves a sour taste in their mouth when someone buys a better score. Again, you want them to come back next year. Simply charge a little more up front, if you must, and work on getting more sponsors and donations. Most, if not all, groups that I have seen tend to raise much more money with a raffle.

That leads us to the whole reason for hosting a tournament in the first place: rais-

ing money. Organization is crucial to raise funds, so start early. It takes a lot of time and effort to round up volunteers and sponsors. The earlier you can approach potential sponsors the better, while they still have funds available in their budgets. Booking your day early can also be an advantage. Be flexible, if you can, when scheduling. Thursdays, Fridays and Saturdays tend to be much more in demand and therefore a little more costly. Thus, most golf courses have lower rates earlier in the week. Some golf courses will work with you on rates for particular days they know might otherwise be difficult to fill. For example, you may be able to acquire a lower rate on a day your course may have another group wanting to

reserve an afternoon shotgun start. It's in the best interest of the golf course to fill the morning first so they may be more likely to offer you a better deal.

These ideas are only the tip of the iceberg of ideas and observations I have made over almost two decades in the golf industry. Whatever your approach to tackling the job of managing a charity golf event, be sure to coordinate details with the golf course staff. Remember, they are there to serve you and make your job easier.

Brent Moyes is a member of the PGA and director of golf at Eaglewood Golf Course in North Salt Lake.



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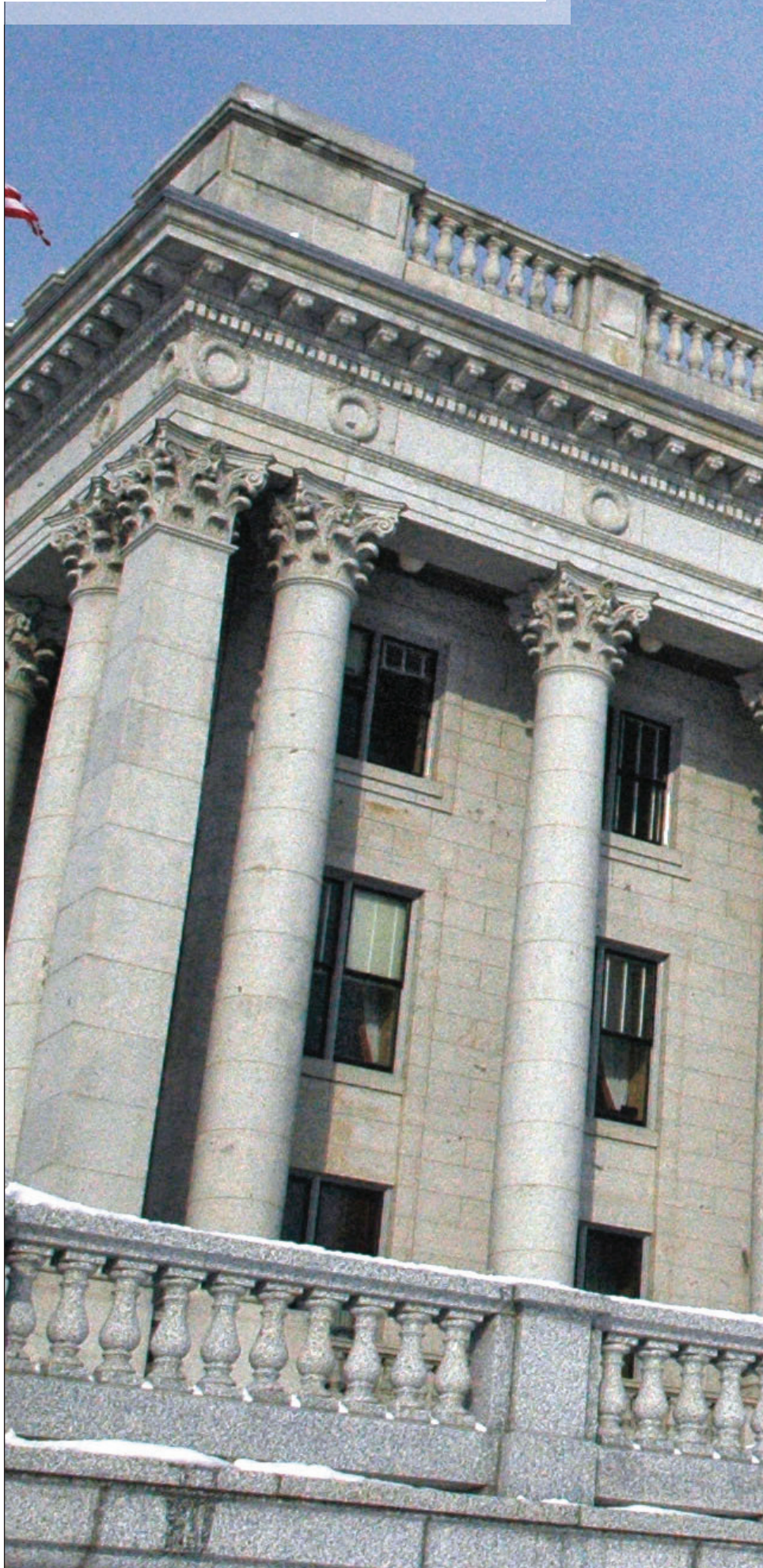
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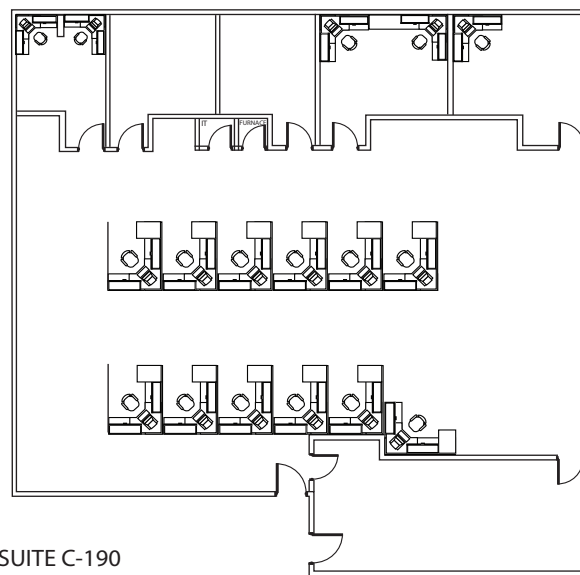
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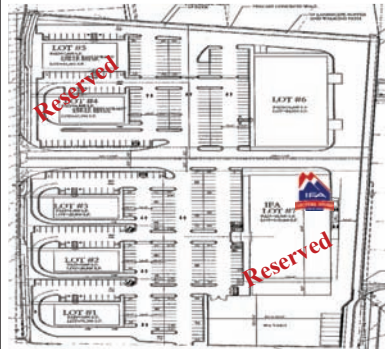


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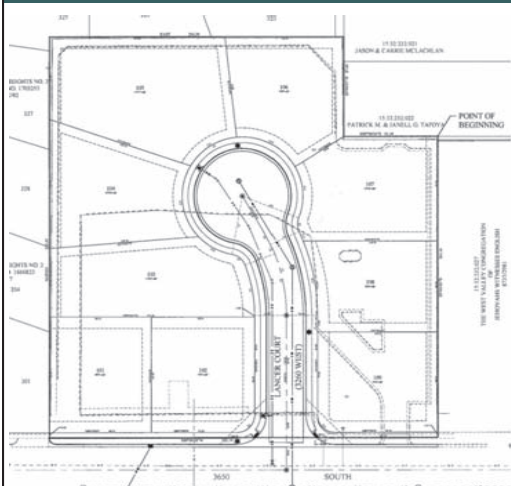
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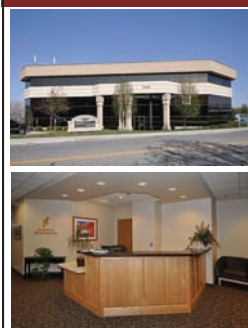


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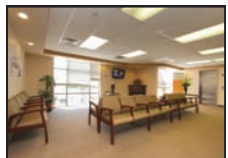
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